

9-13-2018

Minutes, College of Liberal Arts Executive Committee Meeting, Thursday, September 13, 2018

College of Liberal Arts Executive Committe

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EXECUTIVE COMMITTEE MEETING
September 13, 2018
Agenda

12:30 in CSS 167

Lunch will be served

- I. Approval of Minutes from 8/30/18 EC Meeting
- II. Business
 - a. Set Faculty Meeting Agenda
 - b. Social Media Guidelines ([Attachment #1](#))
 - c. Tenure & Promotion Review Working Group Report ([Attachment #2](#))
 - d. Curriculum Committee Proposed Timeline ([Attachment #3](#))
 - e. Retreat Debrief
 - f. Retirement Plan Committee nomination
 - g. Use of Rollins Email Addresses and Official Correspondence
- III. Reports
 - a. President's Report
 - b. Provost's Report
 - c. Student Government Association
 - d. Curriculum Committee
 - e. Faculty Affairs Committee



EXECUTIVE COMMITTEE MEETING
September 13, 2018
Minutes

PRESENT

Ashley Kistler, Gloria Cook, Amy Armenia, Grant Cornwell, Jana Mathews, Wenxian Zhang, Laurel Habgood, Christopher Fuse, Emily Russell, Dawn Roe, Richard Lewin, Jennifer Cavanaugh, Susan Singer, Nagina Chaudhry.

Guests: Sam Stark, Dexter Boniface, Stacey Dunn, Jonathan Harwell.

CALL TO ORDER

Ashley Kistler called the meeting to order at 12:30 PM.

APPROVAL OF MINUTES FROM 8/30/18

Zhang requested a correction to the minutes regarding Library hires. Zhang made a motion to approve the minutes as amended. Cook seconded the motion. EC unanimously approved the amended minutes from 8/30/18.

BUSINESS

Set Faculty Meeting Agenda

Ashley Kistler

The 9/20/18 Faculty Meeting will begin with Committee, President, and Provost reports. The agenda will also include Forms of Compensation presented by Chris Fuse and a vote on the Curriculum Committee's proposed timeline.

Social Media Guidelines

(Attachment #1)

Sam Stark

Marketing and Communications hired an external consultant to develop guidelines for social media use for employees and groups who manage social media platforms on behalf of the College. The attached document is a draft only until they receive input from faculty and staff.

Lewin pointed out that he had to read quite far into the document before it states that you are an ambassador of the College. Zhang asked if there will be similar guidelines for

students since they are a big part of the Rollins community. Stark replied that since students are not employees, something like that that would need to come from Student Affairs.

Jenny will add this to the Department Chair Meeting agenda to get their feedback.

Tenure and Promotion Review Working Group Report

(Attachment #2)

Dexter Boniface

The Tenure and Promotion Review Working Group was charged with investigating eleven different items. The group took a concrete first step by isolating parts of the charge and the preliminary findings are attached. Boniface noted one error in the report due to the mislabeling of one set of criteria.

Boniface asked for guidance on important issues they should address. Suggestions included the role of associate professors in the promotion and tenure review process, how some departments encourage faculty to not stand for evaluation to full professor the first year they are eligible, constitutions of CEC's, inequities across departments, and comments related to community engagement and scholarship.

Mathews recommended taking this to department chairs for their input and asked if the goal of this is to provide a state of the union or to align with our mission in a specific way? Singer said it is our practice to conduct a regular review of tenure procedures. Mathews also asked if we can look at peer and aspirant institutions. Boniface said they made recommendations to those departments on the low side to look at benchmark institutions to see if they are in sync within their discipline. Boniface noted that one of the most concerning findings is inequities in criteria for promotion to full professor.

Kistler asked the Tenure and Promotion Working Group to meet with the President, Provost, and Dean of Faculty to get their feedback and suggests the best way to move forward is to deliver a final report at a faculty meeting. Singer recommended appointing another task force to wrap up the work so that it doesn't go on indefinitely. Kistler is open to that and said we will see where they are at the end of fall term.

Curriculum Committee Proposed Timeline

(Attachment #3)

Gloria Cook

Cook presented the proposed timeline for submission of new course proposals and changes to majors and minors and said this is a gradual change. They are hoping to set deadlines next year. Cavanaugh noted that we did have deadlines, but no one followed them. Cook said if faculty submit proposals after these dates, we should consider them as topics courses. Singer explained that a lot of these issues will be resolved with the implementation of our new catalogue/curriculum software, Acalog. Russell noted that

RCC, HON, and rFLA course proposals should be submitted to the Associate Dean for Curriculum and explained why those proposals will be reviewed in the Dean's Office rather than by the New Course Subcommittee. The Associate Dean will report to the New Course Subcommittee.

Habgood made a motion to approve the proposed timeline. Mathews seconded the motion. Motion passed unanimously. The proposal will go to the full faculty for vote.

Retreat Debrief

Ashley Kistler

Cavanaugh noted, despite our best intentions, it felt like most of the day was person after person talking at the faculty. Next year we should consider keeping those presentations to just the President and Provost. Fuse noted that faculty did not feel engaged; rather, they felt talked at and really wanted to have conversations and an opportunity to speak more. Kistler said faculty did feel the other reports could have been moved to another time and space so more time could be spent working during the retreat. Habgood recommends a more realistic timeline rather than the ambitious one set. Cornwell said he cherishes the time to be able to talk to faculty but feels obliged to give a lot of updates because too many faculty do not attend the State of the College meetings. Lewin said that meals were cleared too quickly. Cook said the Holt discussion was wonderful but felt rushed.

Retirement Plan Committee nomination

Ashley Kistler

Lewin currently sits on the Retirement Plan Committee. Vidovic is rotating off the committee and we need to nominate a new representative. Mathews nominated Todd French. Roe asked what is involved and how often do they meet? Lewin said they meet quarterly and the people serving on the committee sign as fiduciary representatives of the college. Roe nominated Dana Hargrove. Mathews nominated Joan Davison.

Use of Rollins E-mail Addresses and Official Correspondence

Chris Fuse

Fuse said a faculty member has been corresponding through a gmail account. It seemed to be an attempt to avoid an e-mail record. We should have a policy that if you're doing college business, you need to use a Rollins e-mail account. Armenia said it's an issue for the All-College Handbook. Kistler recommends convening the Executive Council.

Provost

Susan Singer

Members of the Holt Search Committee will need to sign confidentiality agreements and Singer asks that faculty not feel offended if they cannot share information with you.

SGA

Nagina Chaudhry

SGA held their interest meeting. They have over forty students running for about twenty positions.

Curriculum

Emily Russel

When we passed the Foundations curriculum for CLA, we knew the program was not an easy fit for our Holt students. Last spring, I brought together a group of faculty to review requirements and make recommendations for changes to the program. They plan to bring their proposal through faculty governance this fall. Task force members are: Paul Reich, Bruce Stephenson, Emily Nodine, Scott Hewit, Erik Kenyon, Kip Kiefer (CC rep), Emily Russell. Pat Brown and Stephanie Henning also attend.

ADJOURNMENT

Ashley Kistler

The meeting adjourned at 1:45 PM.

Rollins College Social Media Guidelines
Version 1.0



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Purpose

Rollins College is made up of a community of diverse individuals who are civic minded and agents of change. These guidelines for living in a digital world are the same as the values, ethics and confidentiality practices that employees are expected to live every day, whether you're teaching a class, posting on Facebook or chatting with your neighbor at a BBQ. This document applies to both college-sponsored social media and recommended personal use as it relates to Rollins College.

Overview

This document applies to all Rollins College faculty, staff, contractors and vendors who are currently associated with Rollins College and who contribute to blogs, wikis, social networks, discussion forums or any other kind of social media. You should reference this document along with the [Rollins College Code of Community Standards](#) and [College policies](#). These resources are updated periodically, and you are responsible for understanding these guidelines, including updates. These documents stress Rollins guiding principles of excellence, innovation and community. Rollins provides opportunities to explore diverse traditions, maintain social responsibility, pursue academic achievement and chase creative activities. These same values are applicable when using social media.

Scope

All information contained within this document is subject to any applicable country, state and/or local laws. These guidelines will not be interpreted or enforced in any way that would interfere with an employee's rights under the National Labor Relations Act. Review the [NLRA Fact Sheet](#) for additional context.

Definitions

Term	Definition
Social media	Social media refers to forms of electronic communication (such as websites for social networking and microblogging) through which users create online communities to share information, ideas, personal messages and other content (such as video)
Social network	Social network refers to an online service or site through which people create and maintain interpersonal relationships

Expectations of Behavior

- I. "What you should expect from yourself"
 - a. **Your reputation is what people can find online:** Few people would want to be known as the person who constantly or loudly complained about another person, product or experience. Rollins expects you to take ownership of your personal and professional image because it sees the mutual benefits for the school's reputation when you take charge of your own. Taking responsibility for your own digital citizenship is therefore foundational to Rollins expectation of its community's online behavior.
 - b. **The Internet forgets little:** While modern social media platforms have created certain environments where content seemingly "disappears" (e.g. Instagram stories, Snapchat content), an archive exists. This could be within the platform itself, or through the form of friends/users capturing real-time screenshots. It's important to note that what you put out on the internet can last in perpetuity.
- II. "What online communities expect from you"
 - a. Social Responsibility
 - i. **Pursue added, mutual value.** In working with an online community correspondence must strive to help those communities more effectively do what they were formed to accomplish, to the mutual and objective value for yourself and that community. Anything else is noise to be ignored.
 - ii. **Be nice:** Famously (if exaggeratedly), the Internet is full of trolls and malcontents. We take this as a fair price to pay for participating in one of the greatest vehicles for individual expression and global collaboration yet conceived. Do not be goaded into vicious arguments or be tempted to join in attacks.
 - iii. **Respect the privacy and opinions of others:** Not everyone lives a life online. It's tempting to post something funny that happened, but not everyone will be comfortable with seeing an account of the event on the Internet.
 - b. Integrity
 - i. **Respect authorship:** If you came to your opinion from another source, link to or otherwise credit that source. If you need to quote text be sure to make it clear you're doing so and link to the source. Obviously, in quoting or citing someone else's work, you should be sensitive to copyrights and trademarks and only use as much content as is reasonably necessary to make your point.
 - ii. **Maintain accuracy and truthfulness:** Be truthful and accurate to the best of your understanding and avoid misleading comments and omissions. We recognize that known facts in any conversation change rapidly. If you get something wrong, promptly admit it, change it, note the change as appropriate, and move on.
 - c. Knowledge
 - i. **Familiarize yourself with established community norms and terms-and-conditions:** There's great risk in recommending or initiating engagement with a community without the benefit of understanding it—why it formed, what it does, how the most valued participants behave, and so on. The Rollins College

Office of Marketing & Communications team can help you quickly get up to speed in virtually any of these communities.

- III. "What you can expect from online communities"
 - a. **We are a guest:** Everything we do online when we are known to be a part of Rollins College not only reflects on the institution, but the relevance of the industry in which we operate. When communities hear the term "higher education," the connotation is often viewed with high regard. Therefore, as direct or indirect ambassadors of the College uphold this approach.
- IV. "What Rollins College expects of you"
 - a. **Observe the College's mission, values, the Code of Community Standards and these Social Media Guidelines:** The best practices and strategies outlined in these important, foundational documents also apply online. If you're not sure how these policies apply to a given situation, discuss the specifics with your supervisor or contact the Office of Marketing & Communications.
 - b. **Provide separation for your personal social platforms:** To help separate (inasmuch as it's possible in this age) your personal and professional identities online, your social media profiles should offer a disclaimer (e.g., "These views are mine alone, and not those of my employer.").
 - c. **Maintain professionalism:** Rollins prides itself by being a leader within the community, therefore it expects the highest standards of professional conduct for all those associated with the institution.
 - d. **Think before posting:** Some of the biggest mistakes that are made in online communities is that the "need for speed" often trumps the "need to understand" the impact your communication can make. Unclear communications can bring unintended consequences.
- V. "What you can expect from Rollins College"
 - a. **Your personal online presence is not a Rollins asset:** You should never feel obligated by anyone at Rollins to promote any campaign on your personal social channels. While you can feel free to do so having fulfilled the obligations of Sections I through IV above, you also have every right to politely refuse any such request and have your decision be supported by Rollins.
 - b. **Rights of individual expression:** When you are expressing yourself in a context where you are known to be part of the greater Rollins community, common sense dictates that you should express yourself in a manner that reflects well on you and the College. While your own personal digital life is in fact just that – your own – we think that these are good guidelines to abide by regardless of whether your actions are within your personal or professional digital space.

Rollins College Social Media Owners

The guidelines below relate to any social media presence that represent Rollins College in any official capacity, including departments, offices, programs, student organizations and entities working on behalf of Rollins.

While social media is like a winding river, let the Office of Marketing and Communications be your adventure guide to help navigate these waters. These best practices are available to provide a

consistent representation of Rollins. Remember, these sites are the property of Rollins, not the individual.

- Understand and follow the guidelines for faculty and staff (above).
- All social media channel accounts must be submitted to and approved by the Office of Marketing and Communications.
 - All submissions must be delivered through the form on the Office of Marketing and Communications website.
 - Mandatory submission elements include the following:
 - Social Media Channel(s)
 - Proposed Channel Name(s)
 - Channel Owner (Must be a staff member with a @rollins.edu email)
 - Supporting Team Members (e.g. community management, monitoring, etc.) (May be a student leader or employee)
 - Strategic Purpose
 - Indicator of Success (measurement metrics)
 - Target Audience
 - Once approved, the Office of Marketing & Communications will contact you.
 - Once the social media channel(s) are live, confirm by sending the URLs back to the Office of Marketing & Communications.
- Accounts must be marked as official and abide by the Rollins brand guidelines as it pertains to logo usage, naming conventions and all other items covered within.
 - For logo usage visit: <https://www.flickr.com/photos/rollinsnews/albums/72157648677666756>
 - For cover photos and other social media visual content visit: <https://www.flickr.com/photos/rollinsnews/albums>
 - All channels must link back to their specific rollins.edu site in their bio/about section (e.g. <http://www.rollins.edu/academics/careers-of-study/undergraduate/communication-studies.html>).
 - All Rollins College social channels must start with "Rollins" in the name (e.g. @RollinsCommsDept)
 - Twitter & Instagram accounts: Add @rollinscollege's handle in your account bio, to mark your account as an official Rollins account.
- Establish clear expectations of community members, as well as Rollins owners/managers. At a minimum, refer to the Rollins Community Honor Code and see Best Practices (See Addendum A) for more information.
- All entities should have a social media strategy and plan that has been approved by their unit leader prior to the debut of any social media. Entities that already have a social media presence should periodically review and update the plan to ensure that it is still relevant.
 - For strategy support needs, please contact the Office of Marketing & Communications.
- All official Rollins social media properties should provide, to the fullest extent the platform allows, contact information and email addresses so that visitors may report problems, etc. Additionally, channels must include a link to the rollins.edu departmental site in the bio/about section.

- Any paid advertising via social media must be approved by the unit leader. Please reference the Rollins Resources section for more information.
- All Rollins social media sites should be monitored (and moderated, where appropriate) to ensure the community is following site guidelines. Social media sites that remain consistently inactive over a three-month period should be considered for deletion.
 - Note: Three-month inactive period references key moments within the Rollins College school calendar. (e.g. Fall, Spring Semesters)

Official Representatives

Please note that in the digital age, a single Tweet can be construed as news. Those affiliated with Rollins may not portray themselves as acting on behalf of Rollins or any part of the college, or any other unit, or present a social media account as an official Rollins account unless authorized to do so. Even when acting in one's official capacity, Rollins faculty, staff, students, volunteers, etc. may not represent their own positions and opinions as those of Rollins (see Section IV, part b). If a media representative reaches out through a social media channel, direct all queries to the Office of Marketing & Communications.

Approvals

This document is owned by the Office of Marketing & Communications. It is reviewed and approved by the President's Cabinet.

Revision History

This document is controlled by Rollins College. Any printing of this document will constitute a "Reference" copy and users are responsible for confirming that it is the current release. When any part of this document requires an update, the entire document shall be re-issued.

Release	Date	Description	Submitted by
1.0	June 1, 2018	Final	Laura Kern

Rollins Resources

Rollins College is built on human scale and powered by relationships. Therefore, the Office of Marketing & Communications has provided the campus community opportunities to learn and grow within the world of social media.

For the departments that have created, or those who are interested in creating a social media presence will be pleased to know that there is a group on campus called the Social Media Leadership Team, which includes access to the [private Facebook group](#) for collaboration and inspiration. This team meets

regularly each semester. Email Laura Kern, Associate Director, Social Media (lkern@rollins.edu) for more information.

For questions concerning this document, the creation or use of any social media, please reach out to the Office of Marketing & Communications.

Addendum A

Social Media Best Practices



Facebook

- Choose a Facebook post type and paid amplification based on what you're trying to do –
 - Link Ad to drive to a website
 - Image or 3 Second Animation for awareness
 - Sign-up form for lead generation
 - Carousel to show off different parts of your brand
 - Video for deep engagement
- To make a post more shareable, relate its content to a specific place, event or topic and target it to the group that cares the most about it
- Keep post copy under 90 characters and text in images under 20%.
- Unless it's the name of your integrated campaign, hashtags are not necessary on Facebook
- Respond to customer service concerns and questions in a timely fashion. Facebook's public "Very Responsive to Messages" Badge holds brands accountable for timely responsiveness
- Consider square or vertical format images to maximize newsfeed space on a smartphone.
- Ensure any video pulls the viewer in during the first "3 second audition" to see more as the video scrolls by in the newsfeed



Instagram

- Post consistent content frequently
- Establish a strong artistic aspirational aesthetic with limited text on the image
- Include highly used hashtags relevant to your content in the post copy
- For brand pages, be sure to include a link back to brand websites
- Establish a clear vision and strategy for your Instagram account
- Promote and leverage the channel as a social customer service tool to manage inquiries from the public. Leverage three guiding principles to effectively manage social customer service on Instagram:
 - a. Be available – secure needed resources to consistently manage incoming inquiries

- b. Be responsive – set clear expectations with your audience and acknowledge them when they reach out. Provide the right information and keep them updated on the status of their inquiry.
- c. Be purposeful – give careful consideration to how you provide support to your audience while being cognizant of resource availability
- Instagram Stories best practices:
 - a. Share real content in action vs. stylized Instagram posts
 - b. Create Stories that resonate with target audience without seeming like a sales pitch
 - c. Develop content that stimulates, challenges and excites so followers will come back for more
 - d. Communicate with fans on their terms
 - e. Highlight an experience rather than promotion after promotion
 - f. Share behind-the-scenes content
 - g. Hold influencer takeovers
 - h. Leverage live, timely content such as an event
 - i. Add calls-to-action to motivate fans to do something
 - j. Cross-promote content to drive users to other social platforms



Snapchat

- Distribute meaningful visual content through the platform to maintain engagement
- Leverage the “My Story” feature to reach all followers at once
- Reward followers with a use case (contest, product, sneak peak, coupon, etc.) relevant to your brand
- While short, content should be high quality and reflect overarching brand narratives
- Promote your brand’s Snapchat account on other social channels



Twitter

- Maintain an active Twitter Status: have at least 100 high-value followers and stay active with a Tweet per day
- Leverage real-time trending hashtags that are relevant for your brand
- Be ready to engage: on Twitter, 20% of posts should be promotional while 80% should be conversational
- Be visible: have a simple handle, optimize your Twitter bio with industry-related hashtags, know which hashtags to use, use pinned Tweets, and promote your Twitter across networks
- Respond quickly to customer service Tweets with a personalized response; “Send A Private Message” Deep Link functionality allows for private communication

Tenure and Promotion Review Working Group

Preliminary Report

Overview

Periodic review of the tenure and promotion process ensures that it is fair and equitable, provides clear guidance to faculty colleagues and supports the ongoing development of our faculty. In the spring of 2018, the Executive Committee created a faculty working group and charged them with conducting a holistic review of our current tenure and promotion process. The Tenure and Promotion Review Working Group consists of seven members, six divisional representatives and one associate professor representative. The members are Tim Pett (Business), Dan Crozier (Expressive Arts), Margaret McLaren (Humanities), Stacey Dunn (Natural Sciences and Mathematics), Dexter Boniface (Social Sciences), Jonathan Harwell (Social Sciences-Applied), and Nancy Decker (Associate Representative). The committee is chaired by Dexter Boniface.

Given the wide range of topics contained in the committee's charge, the working group elected to conduct its review in phases. The following report represents the first phase of our investigation and examines a range of issues relating to research and scholarship. In particular, it addresses the following topics: inequities across departments in the amount of scholarship required; the role of community-engaged scholarship and/or public scholarship; digital publishing and other changes in scholarly publications; and the potential of external evaluation of scholarship in assessing the overall quality of scholarly work (including an evaluation of processes at our benchmark schools). The findings are based on a systematic division-by-division review of departmental criteria in the College of Liberal Arts conducted in the spring of 2018.

Inequities across departments in the amount of scholarship required

Findings. The working group found evidence of inequities across departments in terms of the amount of scholarship required for tenure and promotion (to full professor). For the most part the committee did not find wide discrepancies across divisions; rather, most inequities resulted from outliers within particular divisions. When looking at tenure criteria, a common minimal standard at Rollins is that candidates must publish either one book or two peer-reviewed articles (or two equivalent scholarly accomplishments such as a peer-reviewed book chapter or creative work).¹ However, in a minority of departments, just one article (or equivalent) can fulfill the minimal criteria.²

¹ A few departments, including Business, English and Health Professions, require at least three articles for tenure.

² I.e., Economics, Chemistry, Biology, Environmental Studies, and Art History.

When looking at promotion criteria, most departments require more scholarly output than was required for tenure; a common but far from universal standard is one new book or three to five additional articles. However, a handful of departments require the same amount of output for promotion as for tenure and, in one case, the requirement for promotion is actually less than that for tenure.³ This is problematic given that the bylaws of the College of Liberal Arts explicitly state that “a stronger record of scholarly accomplishment” is required for promotion when compared to tenure.⁴ An additional consequence is that the scope of inequities across departments is greater with respect to promotion from Associate to Full Professor than for tenure.

Recommendations. The committee recognizes that every discipline has unique features. Given the observed inequities, the working group therefore recommends that those departments on the low end of scholarly output conduct a review of peer departments (utilizing our benchmark list) to determine if their criteria are consistent with peers in the discipline. Second, given our bylaws, the committee urges all departments that have not done so already to establish “stronger” criteria of scholarly accomplishment for promotion from Associate to Full Professor than those required for tenure.

The role of community-engaged scholarship/public scholarship

Findings. Most departments do not specifically address the role of community-engaged scholarship and/or public scholarship. Furthermore, in departments such as Business and Chemistry where it is addressed and indeed valued, this type of scholarship is considered a form of service. The History department is one of the few at Rollins that does recognize community-engaged and public scholarship. In particular, the department includes “Scholarly production for a more public audience” encompassing “non-peer-reviewed books and articles, museum exhibits, web pages, public presentations, and documentaries” as equivalent to other scholarly accomplishments such as peer-reviewed books and articles.

Recommendations. To the extent that the production of community-engaged and public scholarship is a strategic priority at Rollins, departments have an obligation to consider how to promote this type of work. The committee recommends that departments thoughtfully consider whether or not community-engaged and/or public scholarship is equivalent to other forms of scholarship or is better conceived as part of service.

³ Same: Economics, Math, Communication, Education, and Music. Less: CMC.

⁴ Per the CLA bylaws (Article VIII, B., Section 1), “the College has higher [research and scholarship] expectations for candidates for promotion to Professor” [than tenure] including “a stronger record of scholarly accomplishment.”

Digital publishing and other changes in scholarly publications

Findings. Many, though certainly not all, departments recognize online or electronic journals though most do not specifically address digital publishing and other changes in scholarly publications.

Recommendations. While peer review is practiced by reputable scholarly publishers, both in paywalled and open-access sources, the rise of predatory open-access publishing should be a concern for all academics.⁵ The committee recommends that departments be explicit about what types of electronic journals, books, and other sources are suitable for scholarly publication in their discipline. Open-access publications in reputable scholarly sources, including journals and books, should be addressed in the criteria.

The potential of external evaluation of scholarship in assessing the overall quality of scholarly work, including tenure and evaluation processes at our benchmark schools

Findings. Most departments at Rollins do not *require* external evaluation of scholarship as part of the tenure and promotion process.⁶ A survey conducted by the Dean's office reveals that Rollins is not exceptional when compared to our benchmark institutions as roughly half rely solely on internal review.⁷

Recommendations. It is important that departments at Rollins develop methods to evaluate both the quantity and quality of research and scholarship.⁸ The faculty would benefit from a larger conversation about the potential value of external evaluation as a means of assessing the quality of scholarly work.

⁵ See Gina Kolata, "Many Academics Are Eager to Publish in Worthless Journals," *New York Times* Oct. 30, 2017.

⁶ The only departments where external review is required for tenure or promotion are Counseling, Mathematics, Physics, Studio Art, and Theater.

⁷ The Dean's office was able to gather data on twenty-three of twenty-five benchmark institutions. Twelve did not *require* external review. Nine utilized both internal and external review and two others indicated they used external review "where appropriate."

⁸ Business and Physics are among the few departments that make explicit distinctions among article publications. Business utilizes a list of peer reviewed journals that is widely accepted by AACSB for accreditation purposes and Physics requires that articles be published in professional society journals.

Attachment #3

CLA and Holt Submissions to Curriculum Committee

Submit proposal to the Chair of Curriculum Committee and copy Student Records (studentrecords@rollins.edu).

For changes to majors/minors, please include:

- A clear explanation of changes with rationale
- Red line edits to catalogue copy
- Red line edits to current major/minor maps

For new course proposal, please complete the new course proposal forms which can be found at

<https://rpublic.rollins.edu/sites/ASCPS/Shared%20Documents/Course%20Scheduling/NEW%20Course%20Proposal%20Forms/new-course-proposal-form-2018%20update.pdf>

Please confirm with the Registrar that the requested course number is available.

- Submit RCC, Honors, and rFLA course information to the Associate Dean of Academics.

Recommended submission dates for changes effective in 2019-20:

- End of fall semester
- Please submit changes to major/minor by Jan 30.

Proposals submitted and **approved** after these dates will be effective in 2020-21.

For *new* or substantive changes to majors/minors/programs, please refer to Rollins guidelines for [Creation, Revision, and Closure of Academic, Non-Credit, and Collaborative Programs](#). Per this document, when considering new academic programs, departments/individuals are “strongly encouraged to meet with the appropriate faculty governance body (if required), Dean(s), and Vice President for Academic Affairs and Provost (VPAA/Provost) as early as possible in the development process to discuss program changes, resource needs, and substantive change documentation, as required.