

10-27-2015

# Minutes, Arts & Sciences Academic Affairs Committee Meeting, Tuesday, October 27, 2015

Arts & Sciences Academic Affairs Committee

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Agenda AAC  
October 27, 2015

- I Approve the Minutes from the October 20<sup>th</sup> meeting
- II Sub-Committee announcements or reports
- III New Business:
  - a. Proposed change to the Sustainable Development Minor (Barry Allen)
  - b. Proposal on closing the CR/No CR loophole (Susan Walsh)
- IV Old Business
  - Should the International Programs committee be a subcommittee of AAC?
- V. Announcements
- VI. Adjourn

## Academic Affairs Committee Minutes - 27 October 2015

Attending: Cindy Pokrywa, Maha Ghor, Casey Taranella, Holly Pohlig, Amy Armenia, Kasandra Riley, Jay Pieczynski, Anca Voicu, Susan Walsh, Gabriel Barreneche. Caleb Archuleta, Mario D'Amato, Jill Jones, MacKenzie Moon Ryan

**I. Approval of Minutes from 20 October, 2015** – Motion to approve by K. Riley, 2<sup>nd</sup> A. Armenia. Voted on and approved, minutes approved.

### II. Subcommittee Reports

A. New Course (K. Riley): Nothing to report. Not meeting this week.

B. Academic Appeals (G. Barreneche): Nothing new to report. Subcommittee will meet in full later this week.

### III. New Business

**A. Proposal on closing a loophole in the Credit-No Credit (CR/NC)** (Susan Walsh):

Due to the wording of the current policy on students designating a course as CR/NR, a loophole exists where students can elect to CR/NC a course, and then intentionally fail the course (grade of a D+ or lower) and not have this course count against their major GPA (See attached documents concerning language in the policy that allows for this loophole).

Accordingly, students have used this loophole to protect their GPA, notable examples include Alford Scholars and students attempting to get into medical school. Susan Walsh brought this to the attention of AAC to propose closing this loophole.

J. Jones: Why would we not allow a student to retake a course?

S. Walsh: This loophole has been exploited by premed students who do not want a W or a low grade on their transcripts.

K. Riley: This loophole has even been exploited with students who do not want a “B” on their transcript. Accordingly, the fallout from this loophole is that students who exploit the policy in its current form take seats from students who need these courses in later semesters.

J. Jones: Can we discuss the proposed solutions provided (see document) and have this agenda item passed on to the EC and then to the faculty to make this change quickly?

S. Walsh: I would recommend AAC review the proposed solutions, prioritize them and take the proposed changes to EC to make this more likely to be resolved.

K. Riley: What are the financial implications of the CR/NC option?

S. Walsh: Retaking classes does not replace credits only grades. Financially, students are impacted only if they take a class 3 times, so it does not apply in these cases.

M. D'Amato: (to Walsh) What do you see as the best solution to this problem?

S. Walsh: In the natural sciences, we favor Option 3, (see document) but it is the most difficult to impose because it is a change in policy

M. D'Amato: Natural sciences favors Option 3, but hasn't this proposed solution to the CR/NR loophole been brought before previous ECs and no change to the policy was made?

S. Walsh: Correct

M. Ryan: My experience is that the CR/NC is often utilized when pace is an issue in foreign language courses. How would the change in policy, as suggested in Option 3 help or hurt student's progress through their F competency?

G. Barreneche: Technically, the student can get an CR or F and progress to an upper level course.

J. Jones: Can we discuss Option 2 (see document)? It seems like a compromise.

A. Armenia: Option 2 also appears in line with the College's current policy on retaking courses.

C. Pokrywa: From Student Records perspective, Option 1B will be extremely difficult to track and maintain.

A. Voicu: For Student Records Option 3 seems the easiest to track. It also seems that Option 3 makes students more responsible for their performance in a course.

C. Archuleta: CR/NCs can be used to focus on your major work, but still take classes that also interest you but just don't have the time to focus on. I don't think NC is a bad option.

S. Walsh: CR/NCs were designed for this intention, but we are trying to close a loophole where this is abused.

M. D'Amato: Seems like option 2 should not be a choice, as it would further complicate this issue. What about option 1A (document)? This option closes the loophole for intentionally failing courses.

J. Jones: 1A seems like a reasonable option.

S. Walsh: Yes, but if a student declares a CR/NC for a course in their major, then they must retake this course and in some cases this might delay a student in their sequence of courses.

M. D'Amato: Isn't this what we want to happen? If a student can't make it through their major courses, should they be in that major?

S. Walsh: This is the exact reason we prefer option 3.

M. D'Amato: But a student electing NC would be able to take the class again anyway.

J. Pieczynski: If a student elects NC for a course and then retakes that course at a later date, it becomes an advising and curricular question. In the natural sciences, we generally can tell which students should retake a class and which ones should consider other options. We have not had many students elect NC and then be successful in the course at a later time. This is the explicit loophole we are attempting to close by endorsing Option 3.

A. Voicu: Are we proposing only Option 3, or Option 3 as a recommendation and 1A an alternate recommendation to EC?

K. Riley: This is correct. We have discussed the proposed solutions to this loophole and we are recommending Option 3 to EC, with the alternate recommendation of Option 1A to close this existing loophole.

J. Jones: And just to clarify, we will not submit a recommendation for Option 2 or Option 1b. Susan, I recommend that you go in front of EC and explain the rationale for these recommendations.

G. Barreneche: What about the last sentence of Option 3? For General Education courses in Foundations they cannot elect CR/NC?

S. Walsh: Will this necessitate a change in the form to apply this loophole to Foundations courses, such as taking the exact same course? If this is the case it seems that Option 3 would still be viable and would not be a loophole for Foundations. Students would just have to take a different Foundations course to fulfill their Gen Ed requirements.

A. Voicu: Do we have a motion to approve the proposed change in wording of the CR/NC form? So moved by M. D'Amato, 2<sup>nd</sup> by K. Riley. Voted and approved. Motion passes. A. Voicu will take the recommendation of the proposed language change for the CR/NC policy to EC.

**B. Proposed change to Sustainable Development Minor** (Barry Allen): Proposed changes to the Sustainable Development minor are as follows (also see attached document): remove INB200 and INB225 from the list of core courses. Replace these courses with POL130 and POL333.

G. Barreneche: What is the rationale for these changes?

B. Allen: Although INB200 is offered every semester, INB225 has not been offered on a regular basis. Current Sustainable Development minors therefore have rarely taken all the core courses on the minor map, and instead we have substituted other approved courses in their place. We have notified INB of the proposed changes to the Sustainable Development Minor and INB is OK with the change. Likewise, we have spoken with the Political Science Department about adding their courses to this minor, and they agreed to the new proposed change in the minor. Of note, both POL130 and POL333 are current courses and taught regularly.

J. Jones: I move we accept the proposed changes to the Sustainable Development Minor. So moved, J.Jones, 2<sup>nd</sup> by C. Archuleta. Voted on and approved. Proposed changes approved.

#### **IV. Old Business**

**A. Continued discussion of International Programs Committee as part of AAC** (A. Voicu): A. Voicu sent out the A&S bylaws for review of the role of AAC and what items AAC has purview over. After reviewing the role of AAC and if IP falls under AAC purview, we should review and discuss so we can articulate what issues AAC might have with IP – before we make any recommendations to EC.

M. D’Amato: Clearly, this is a larger issue as to programs with academic ties reporting to Student Affairs. Explorations, Explorations Coaches, International Programs, and Community Engagement Office – all involve curriculum and should report to an academic office under purview of the undergraduate curriculum – A&S, CPS, and Holt.

A. Armenia: I am for the idea that we call attention to programs involving curriculum not reporting to an academic office, including IPs.

A. Voicu: Giselda’s Beaudin’s office has purview over all 3 schools. So why should this office report to AAC of A&S?

G. Barreneche: This was the logic behind having IPs (Giselda) report to someone other than an A&S only office.

K. Riley: Giselda is very thorough and is bringing new programs through AAC, even though she doesn’t necessarily report to AAC. Is the issue of “which office reports where?” be an item that we report to the administration as to receive some clarification.

A. Voicu: Can we table this discussion until next week in the interest of time?

AAC approves – discussion tabled until next AAC meeting.

#### **V. Announcements**

None

#### **VI. Adjournment**

### **Current wording on the CR/NC form with the problems highlighted:**

Students may exercise a one-time option of Last Day of Classes Credit/No Credit. In this option, students are permitted to declare a class Late Credit/No Credit up until the last scheduled day of classes, before the official exam period begins, for the term in which they are enrolled. This option is available for one course, and for one time only during a student's career at Rollins. Courses taken under this option may not be used to fulfill general education, major, minor, or concentration requirements. Courses with general education designations for which the CR/NC option is elected will not earn general education designations. **Courses for which students receive a 'CR' grade may not be repeated for letter grades.** If a grade of 'C-' or better is earned, a mark of 'CR' and the appropriate number of semester hours are granted. If a grade below 'C-' is earned, the course is abandoned, or the course is withdrawn from after the penalty deadline, a mark of 'NC' is granted. In any case, the grade point average is not affected.

### **The problem:**

In order to protect their major GPA, students utilize this option for courses within the major. A NC grade is the only way to repeat the course and therefore use it toward a required course within the major. Furthermore, since a NC will not fulfill major requirements, it is a valid option. In light of this wording, students who utilize this option for a course within the major MUST deliberately fail the course to receive a NC and retake it later for a grade.

We see this occur when students are trying to protect their GPA, and even if they are on a trajectory to pass the course with a C- or better, they will not take a final exam to make sure that they can fail and that a C- (or higher) does not factor into their GPA. They then repeat the course the next time it is offered.

This option has been used for students who are legitimately in trouble in a course and Alfond scholars who wish to remain Alfond scholars and not fall below the GPA minimum.

### **The solutions:**

#### 1. Use this option, but repeat the course for a letter grade

1a. Change the highlighted wording to read, **"Courses taken under this option may be repeated for letter grades."** In this way, students can retake a course for which they receive a CR for a higher grade without having to fail the course. If the course is required for the major, the student may still repeat the course for a letter grade. The CR will not impact their GPA. Since they are repeating a class, they will not receive credit for retaking the class, and students and their advisors must be clear about this before using this option, as a student may have to take up to 6 additional credits to make it up to 140 (or 128). Students who are on Bright Futures scholarships run out of money at 140 credits.

#### 1b. Change the highlighted wording to read, **"Courses taken under this option may be repeated for letter grades, but the new grade will be averaged with the previous grade."**

Since the instructor of the course has to enter an actual letter grade that is then converted into CR or NC by Student Records, the original grade still exists in the system. If a student chooses to retake the course after using this option (because it is required by their major, for example), they will be unable to fully replace their grade with the new grade and take the average instead. This compromise will encourage them to do well the first time they take the course, lower the

incentive to repeat it, and reduce the probability that CR/NC is an ideal option to buffer a grade they don't want on their transcript.

2. Count CR as fulfillment of a required general education, major, or minor course

Remove this statement, **“Courses taken under this option may not be used to fulfill general education, major, minor, or concentration requirements”**. In this way, as long as students receive CR, they can continue to move forward in the major without affecting their GPA. This may allow students who are not doing well in the major to continue moving forward. It may also negatively impact their transcripts if graduate and professional schools see that students took a class as CR/NC instead of earning a grade in it.

3. Cannot retake courses if they use this option

Change the wording to read, **“Courses for which students receive either a NC or CR grade may not be repeated.”** Here, it is in a student's best interest to decide whether to continue to invest in the course (and major) or to abandon it. However, the inability to repeat the course means that a student must complete the coursework and have their major or minor GPA affected if this course is in their major or minor. If this is the only course that fulfills a particular major requirement, a student must complete the course to the best of their ability, only repeating the course if they do, in fact, fail it. For general education requirements, students can find an alternative course.



# Sustainable Development Minor

## Present Structure

Twenty-eight (28) semester hours are required: four (4) core courses, worth four (4) semester hours each and two (2) seminar/practicum courses worth six (6) semester hours each.

### CORE COURSES

- **INB 200 Introduction to International Business**
- **ENV 292 Political Economy of Env. Issues OR POL 323 Global Env. Affairs**
- **ENV 348 Sustainable Development OR POL 333 Case Studies in Sustainable Development**
- **INB 225 Sustainable Business Practices\***

\*Or any INB elective or topics course focused on sustainability (pending approval by Sustainable Development coordinator)

### Proposed Core Courses

- **POL 130 Introduction to International Politics**
- **ENV 292 Political Economy of Env. Issues or POL 323 Global Env. Affairs**
- **ENV 348 Sustainable Development**
- **POL 333 Case Studies in Sustainable Development**



**FACULTY OF ARTS AND SCIENCES  
SECTION V–BYLAWS**

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**ARTICLE I  
GENERAL GOVERNANCE**

**Section 1.**

These bylaws define the governance system for the Faculty of Arts and Sciences of Rollins College. The Trustees of the College (Trustee Bylaws, Article IV) grant the faculty the right to "adopt for its own government such principles and bylaws as shall seem desirable to promote efficiency and facilitate work." All such principles and bylaws are subject to the rules, regulations and requirements of the Board of Trustees, the provisions of the Charter of Rollins College, and the laws of the state of Florida.

## **Section 2.**

The standards set forth by the American Association of University Professors as published in AAUP Policy Documents and Reports, 1990 (or most recent) edition, when not in conflict with the College Charter, Trustee Bylaws, and these Bylaws, shall be binding on matters of academic freedom, appointments, tenure, faculty responsibility, and accountability.

## **ARTICLE II MEMBERSHIP, RESPONSIBILITIES, AND SUFFRAGE**

### **Section 1. Faculty Membership**

The Rollins Trustees (Trustee Bylaws, Article IV) define the faculty of Rollins College as consisting of "the President, the professors, and such other employees as may from time to time be designated by the Board of Trustees."

### **Section 2. Responsibilities of the Faculty**

Among other responsibilities, Rollins College (Trustee Bylaws, Article IV) entrusts the faculty of Rollins College "with all matters pertaining to the order, instruction, discipline, and curriculum of the College," and with "immediate government and discipline of the students," subject to the rules, regulations and requirements of the Board of Trustees.

### **Section 3. Voting Membership of the Faculty of Arts and Sciences**

The following have the privilege of both voice and vote in meetings of the Faculty of Arts and Sciences of Rollins College: the President of Rollins College, the Vice President for Academic Affairs and Provost and all those holding full-time positions as, artists-in-residence, lecturers, instructors, assistant professors, associate professors, and professors, who are appointed either to academic departments of Arts and Sciences, to the Hamilton Holt School, or to the library and whose primary responsibility is to teach in Arts and Sciences; Arts and Sciences and Holt deans with faculty rank or holding tenure in Arts and Sciences; Directors, librarians, and department chairs with faculty rank.

### **Section 4. Student-Delegates**

There shall be nine (9) student-delegates, selected by the Student Government Association, who enjoy the privilege of voice only.

### **Section 5. Attendance and Participation by Other Non-Members**

All meetings of the Faculty of Arts and Sciences and its governance committees shall be open to observation by any employee or student of the College, provided, however, such open observation shall not apply in grievance considerations, including hearing on that subject. The right of a non-member to speak at meetings of the Faculty of Arts and Sciences shall ordinarily

be granted by the President of the Faculty of Arts and Sciences or the chair of the committee. A non-member shall ordinarily be limited to a combined total of five minutes in which to speak. Exceptions to the practice of open meetings or to the limit of a combined total of five minutes of speaking time for a non-member shall require a vote of the members of the committee or faculty.

## **ARTICLE III OFFICERS OF THE FACULTY OF ARTS AND SCIENCES**

### **Section 1. The President of the Faculty of Arts and Sciences**

The Faculty of Arts and Sciences shall elect a President who shall serve as its Executive Officer. The President of the Faculty of Arts and Sciences shall call and preside at meetings of the Faculty of Arts and Sciences and the Executive Committee of the Faculty and shall call for the initial meetings of the Standing Committees. The President of the Faculty of Arts and Sciences represents the Arts and Sciences faculty to the Administration and to the Board of Trustees, serves on the Executive Council of the Rollins College Faculty, and shall be a tenured member of the Arts and Sciences faculty. The standing Committee chairs shall submit an annual report to the President of the Faculty on or before May 30 of each academic year. The President of the Faculty shall, on or before June 15 of each academic year, forward to the Faculty, the Provost, and the Dean of Arts and Sciences a copy of all amendments to these bylaws which have been approved by the Faculty of Arts and Sciences in accordance with these bylaws. The President of the Faculty receives two courses of release time each year of service.

### **Section 2. The Vice President/Secretary of the Faculty of Arts and Sciences**

The Faculty shall elect from its membership the Vice President/Secretary of the Faculty of Arts and Sciences. The Vice President/Secretary of the Faculty of Arts and Sciences shall be a tenured member of the Arts and Sciences faculty and shall compile and distribute the agendas and minutes of meetings of the Arts and Sciences faculty and the Executive Committee of the Faculty. The Vice President/Secretary shall also be responsible for maintaining the definitive copy of the A&S bylaws and evidence of all changes. In the absence of the President of the Faculty of Arts and Sciences, the Vice President/Secretary shall preside over Arts and Sciences faculty meetings and meetings of the Executive Committee.

### **Section 3. Terms of Office**

The term of office of the President of the Faculty of Arts and Sciences shall be for two years, normally beginning on June 1. The President of the faculty may not serve more than two consecutive terms. The term of office of the Vice President/Secretary of the Faculty of Arts and Sciences shall be for two years.

### **Section 4. Election of the President and Vice President/Secretary of the Faculty of Arts and Sciences**

The Executive Committee of the Faculty shall nominate at least two candidates for the offices of President of the Faculty of Arts and Sciences and Vice President/Secretary of the Faculty of Arts and Sciences. The slate shall be published at least ten days prior to the election meeting. The election of the President of the Faculty of Arts and Sciences and the Vice President/Secretary of the Faculty of Arts and Sciences shall be from this list of nominees and from any additional nominations made from the floor of the faculty meeting. All nominations require the prior consent of the nominee.

### **Section 5. Recall**

The President of the Faculty of Arts and Sciences may be recalled at a regular or special meeting of the faculty by a two-thirds vote of the faculty present and voting in quorum as defined in Article IV, Section 4 of these bylaws.

### **Section 6. Unexpired Terms of Office**

Should a vacancy occur, the position of President of the Faculty of Arts and Sciences or Vice President/Secretary of the Faculty of Arts and Sciences shall be filled for the unexpired term by faculty election, as defined in Section 4 of Article III of these bylaws. The Executive Committee of the Faculty shall prepare nominations for a special meeting of the College faculty to achieve this end.

## **ARTICLE IV MEETINGS OF THE FACULTY OF ARTS AND SCIENCES**

### **Section 1. Regular Meetings**

The Faculty of Arts and Sciences shall normally meet monthly during the academic year. Elections for the President, Vice President/Secretary, and the at-large faculty representatives for the four Arts and Sciences standing committees shall be held on or before the April meeting of the Faculty. At least one meeting each semester of the faculty of the College or Arts and Sciences, or upon the request of the President of the Faculty, the Dean of Student Affairs, or his or her designee, shall make a report to the faculty about the state of the College in regard to student life. Furthermore, any serious incident shall be reported by the Dean of Student Affairs or his or her designee at either a regular or special meeting of the faculty of Arts and Sciences.

### **Section 2. Special Meetings**

Special meetings of the Faculty of Arts and Sciences may be called by the President of the Faculty as deemed necessary or as the result of a petition as allowed in Article IV, Section 5. The Faculty of Arts and Sciences shall meet as needed to approve by majority vote administrative appointments to the positions of President of Rollins College, Vice President for Academic Affairs and Provost, the Dean of the College and Vice President for Planning, the Dean of Arts

and Sciences, the Dean of Student Affairs, the Dean of Admissions and Student Financial Planning, the Dean of the Hamilton Holt School, and the Dean of Knowles Memorial Chapel.

### **Section 3. Calling of Meetings**

The primary authority to convene faculty meetings resides in the President of the Faculty of Arts and Sciences. Upon presentation to the President of the Faculty of Arts and Sciences or to the Executive Committee of the Faculty of a petition requesting a special meeting of the Arts and Sciences faculty, and that it is signed by one third of the faculty members required for a quorum, or one-third of the student body of Arts and Sciences, or the Hamilton Holt School, the President of the Faculty of Arts and Sciences or the Executive Committee shall call the requested meeting. The meeting normally shall take place within seven workdays of receipt of the petition.

### **Section 4. Quorum**

The quorum for regular meetings shall consist of one-third of the voting members of the Faculty. The Dean of Arts and Sciences shall supply this number to the President of the Faculty of Arts and Sciences at the beginning of each regular or special meeting.

### **Section 5. Petitions of Review**

Upon presentation to the President of the Faculty of Arts and Sciences of a petition of review signed by one third of the faculty members required for a quorum or one fifth of the student body any decision of the College administration which changes the letter or spirit of College policy must be submitted for review to a meeting of the Faculty of Arts and Sciences. Any student or faculty member may initiate such a petition. Notice of the petition and its contents shall be distributed to the Arts and Sciences faculty seven days prior to the meeting. If the faculty votes to oppose such a decision, the President of Rollins College shall resolve the issue.

### **Section 6. Rules to Order**

Robert's Rules of Order, when not in conflict with these bylaws, shall be used as authority for the conduct of meetings of the Faculty of Arts and Sciences. The faculty shall be served by a parliamentarian, who shall be appointed for a two-year term by the Executive Committee of the Faculty from among the voting membership of the Faculty of Arts and Sciences. The records of the faculty's deliberations and minutes shall be open for inspection.

## **ARTICLE V GOVERNANCE STRUCTURE**

### **Section 1. Governance Structure**

The Faculty of Arts and Sciences has delegated certain of its responsibilities to the Executive Committee of the Faculty and to four standing committees. These bodies shall act on behalf of and report to the Faculty of Arts and Sciences. The normal legislative process is from committee

to Executive Committee to the Faculty. Service on standing committees is a professional duty of any faculty member selected.

## **Section 2. Elections**

At-large faculty representatives shall be elected to the standing committees at the regular faculty meeting in March. The Executive Committee of the Faculty prepares at-large nominations and publishes the slate at least ten days prior to election, but additional nominations may be tendered from the floor. Divisional representatives to all committees with divisional representation shall be nominated and elected from within the divisions during the month of March, under procedures agreed upon by the members of the respective divisions. All nominations require prior consent.

## **Section 3. Vacancies**

Should unforeseen at-large vacancies occur, the Executive Committee of the Faculty nominates a replacement at least ten days prior to approval by the Faculty of Arts and Sciences. Such elections may be accomplished by mailed ballot or during a special meeting of the faculty. Should unforeseen divisional vacancies occur, replacements shall be nominated and elected from within the divisions under procedures agreed upon by the members of the respective divisions. A majority of the electoral unit represented by any faculty committee member may recall the representative at any time.

## **Section 4. Procedures**

The Arts and Sciences division and their constituent units are:

**Expressive Arts:** Art and Art History, Music, Library Science, Physical Education, and Theatre and Dance;

**Humanities:** English, Modern Language and Literature, Philosophy and Religion, and Critical Media and Cultural Studies;

**Science and Mathematics:** Biology, Chemistry, Computer Science, Environmental Studies, Mathematics and Computer Science, and Physics;

**Social Sciences:** Anthropology, Economics, History, Political Science, Psychology, Sociology, and Graduate Counseling.

Unless otherwise specified in these bylaws, each faculty and staff representative normally shall be elected for a two-year term of office that shall begin in September. Terms of office shall be staggered.

The standing committees shall elect a chair and recording secretary from the faculty membership of their respective committees at their first meeting. The secretaries shall keep the minutes of each meeting.

The President of the Faculty of Arts and Sciences, the Vice President/Secretary of the Faculty of Arts and Sciences, and the chair of each standing committee shall be tenured Arts and Sciences faculty members. No faculty member shall serve more than two consecutive terms of any standing committee. No Arts and Sciences faculty member shall serve concurrently on two standing Arts and Sciences committees.

The chairs of the standing committees and the President of the Arts and Sciences faculty shall serve as Arts and Sciences representatives on the Executive Council of the Faculty of Rollins College. When unable to attend meetings of these bodies, committee chairs shall delegate a member of their committee to represent them.

All standing committees shall normally meet each month during the academic year. The chairs of standing committees will report the activities of their committees to each meeting of the faculty and are responsible for communicating the agendas, concerns, and work of their committees to the appropriate administrators in a timely and systematic fashion.

### **Section 5.**

Notwithstanding anything contained in these bylaws to the contrary, faculty members who serve on any Standing Committee of the Faculty of Arts and Sciences, must be tenured or on official tenure track in the College.

## **ARTICLE VI THE ARTS AND SCIENCES EXECUTIVE COMMITTEE**

### **Section 1. Membership**

The voting membership of the Executive Committee of the Faculty shall consist of the President of the Faculty of Arts and Sciences, the Vice President/Secretary of the Faculty of Arts and Sciences, the President of the Student Government Association, and the four chairs of the standing committees. The non-voting membership shall consist of the President and the Provost of the College and the Dean of Arts and Sciences.

### **Section 2. Responsibilities and Duties**

The Executive Committee convenes and sets the agenda for the Faculty of Arts and Sciences, refers business to the appropriate committees, reviews proposed committee legislation, brings such legislation to the Faculty, acts on it (subject to their review) or returns it to committee, interprets the authority of standing committees as set forth in the Bylaws, prepares at-large faculty nominations to fill committee vacancies, interprets these Bylaws, reviews them annually, proposes any changes in them to the Arts and Sciences faculty, and acts for the faculty when a



quorum cannot be assembled. Minutes of the Executive Committee shall be published and distributed to the entire College community in a timely fashion.

## **ARTICLE VII STANDING COMMITTEES OF THE FACULTY**

### **Section 1. The Academic Affairs Committee**

*Responsibilities.* The Academic Affairs Committee shall have primary authority in all policy matters concerning curriculum, including general education requirements, student academic standards and honors, academic advising, continuing and graduate education programs of Arts and Sciences and the Hamilton Holt School, the library and media services, and in all matters pertaining to academic schedules and calendars. Each year, the committee shall issue an advisory statement to the appropriate Deans on the appointment and replacement of members of the faculty.

*Membership.* Membership of the Academic Affairs Committee shall consist of thirteen voting members: eight from the faculty of Arts and Sciences (four at large and four divisional, the latter of whom shall be selected from within the division they represent), one at large from the College of Professional Studies, and four students chosen by the Student Government Association. The students shall be appointed at the beginning of the academic year and remain on the Committee for a period of one year. The College of Professional Studies representative shall recuse him or herself from voting on matters strictly pertaining to Arts and Sciences. The Dean of Arts and Sciences serves as an ex-officio, non-voting member.

### **Section 2. The Professional Standards Committee**

*Responsibilities.* The Professional Standards Committee shall have primary authority and responsibility in all policy matters dealing with the criteria and procedures for professional evaluation, professional leave, and research and professional development for the Faculty of Arts and Sciences. The Committee reviews all internal grant allocations for faculty of Arts and Sciences and the College of Professional Studies and makes recommendations to the appropriate dean of grant awards. The Committee advises the President and Vice Presidents on the administrative structure of Arts and Sciences, including the creation and elimination of administrative positions and the appointment, evaluation, and professional development of administrators.

*Membership.* Membership of the Professional Standards Committee shall consist of eleven voting members: eight elected from the faculty (four at large and four divisional, the latter of whom shall be elected from within the division they represent), one at large from the College of Professional Studies, and two students chosen by the Student Government Association. The students shall be appointed at the beginning of the academic year and remain on the Committee for a period of one year. The College of Professional Studies representative shall recuse him or herself from voting on matters strictly pertaining to Arts and Sciences. The Dean of Arts and Sciences serves as an ex-officio, non-voting member.

### **Section 3. The Student Life Committee**

Responsibilities. The Student Life Committee recommends policies and priorities with regard to student life to the Faculty and advises the administration concerning the implementation of such policies.

Student life concerns include, but are not restricted to, issues related to student housing, student services, student activities and organizations, student conduct and standards, recreation, and intercollegiate athletics.

Membership. The membership of the Student Life Committee shall consist of fourteen voting members: six elected from the faculty of Arts and Science, one at large from the College of Professional Studies, two members of the professional staff elected by the members of the staff (at least one of whom is drawn from Student Affairs), and five students selected by the Student Government Association. The students shall be appointed at the beginning of the academic year and remain on the Committee for a period of one year. The College of Professional Studies representative shall recuse him or herself from voting on matters strictly pertaining to Arts and Sciences. The Dean of Student Affairs serves as an ex-officio, non-voting member.

### **Section 4. The Finance and Service Committee**

Responsibilities. The Finance and Service Committee consults with the administration and serves as an advocate on issues related to finance and general services of Arts and Sciences. Such concerns include, but are not restricted to, issues related to budget, salary and benefits, student financial planning, tuition and fees, physical plant, campus safety, bookstore, food service, and personnel.

Membership. Membership to the Finance and Service Committee consists of twelve voting members: six elected from the faculty of Arts and Sciences, one at large member from the College of Professional Studies, two staff members elected by members of the staff, and three student representatives selected by the Student Government Association. The students shall be appointed at the beginning of the academic year and remain on the Committee for a period of one year. The College of Professional Studies representative shall recuse him or herself from voting on matters strictly pertaining to Arts and Sciences.

### **Section 5. Authority**

All committee recommendations become policy when approved by the Faculty.

All policies shall be implemented by the appropriate administrators of Rollins College.

When policies and their implications are unclear, administrators will be guided by the advice of the appropriate committee.

Standing committees seeking clarification of policy implementation shall confer directly with the appropriate administrator.

## **ARTICLE VIII FACULTY 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 schools. In such cases, more than one Dean will be involved in the evaluation of a candidate, and so all statements in Article VII pertaining to a Dean 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**

Faculty appointments may be made to tenure-track or visiting positions. 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. Science Division and Psychology faculty who begin the tenure track in fall, 2012 (assuming the Bush renovation takes place on schedule) and who require specialized laboratory facilities in the Bush Science Center to conduct their research, may, at the time they submit their materials for their mid-course evaluation, declare that they wish a one-year extension of the tenure clock. That extension will convert their fifth year on the tenure track to a non-counting year, allowing them to take the fourth year course release currently offered to tenure-track faculty. This provision expires automatically once these faculty have been accommodated as described. 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 appropriate Dean. 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 appropriate Dean 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 shall not recommend the appointment of anyone of whom a majority of the 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 special circumstance of appointment to endowed chairs. In such a case, the candidate must possess the rank of Associate or Full Professor at the previous institution and already have been granted tenure at that institution.

If the chair is in a specific discipline, a search committee will be formed within the appropriate department with representation from at least one other department appointed by the Dean of Arts and Sciences. The committee will set out the criteria necessary for a successful candidate to the position. If the chair is not department based, the Dean will appoint a search committee consisting of representatives from relevant departments and programs.

When the search committee has reached a final decision, it will send a letter of recommendation to the FEC. The search committee and the FEC, in assessing the merit of the candidate, along with the usual evaluation of research and service, will give special consideration to teaching quality in their evaluation. The FEC will examine the credentials of the candidate and will give the Dean its approval or disapproval of the recommendation of the search committee, based on a stringent evaluation of the candidate against the tenure guidelines of the department or program. The Dean will then pass along to the Provost his/her recommendation as well as the recommendation from the FEC. The Provost in turn will make a recommendation to the President, who then makes the final decision on the appointment.

## **Section 2. Reappointments**

Reappointments normally occur annually after the initial appointment. However, a department or program may recommend reappointment contracts of two or three years, subject to the concurrence of the appropriate Dean. All appointments and reappointments made during a faculty member's probationary period are terminal appointments for not more than three years. Visiting appointments are for not more than three years.

Reappointment evaluations are conducted by the Candidate Evaluation Committee (CEC). Reappointments shall be made by the President only with the approval of the CEC and a majority of the tenured and tenure-track members of the department, after review by the appropriate Dean and the Provost.

In the case of a renewable one-year academic year appointment, notice of non-reappointment must be transmitted in writing to the candidate not later than March 1. In case of a two-year academic appointment, a written notice of non-reappointment must be sent to the candidate not later than December 15. If a one-year appointment terminated during an academic year, the candidate must be notified in writing at least three months in advance of its termination. If a two-year appointment terminates during an academic year, the candidate must be notified in writing at least six months in advance of its termination. After two or more years of service, notice of non-reappointment must be given not later than twelve months before the expiration of the appointment.

## **B. CRITERIA FOR FACULTY EVALUATION**

## Section 1. General Criteria

The education of students is the primary mission of Rollins College. To that end the role of the faculty involves teaching, research and scholarship, and service as interrelated components that serve this mission. Rollins values teaching excellence above all. We see scholarship and service as concomitant to good teaching. We expect candidates for tenure and promotion to demonstrate scholarly interests and give evidence of an active scholarly life. We expect candidates for tenure and promotion to engage in service within the College and to demonstrate how service outside the College is connected to the mission of the College.

We expect candidates to make a case for tenure and promotion. Tenure and promotion represent a recognition by the College community that a faculty member has met Rollins' standards for membership and achievement. We expect every faculty member to adhere to professional standards, as well as to demonstrate the commitment to rational dialogue that is required for cooperative relations among colleagues and the promotion of knowledge and understanding among students. To receive tenure and promotion, the candidate must demonstrate that he or she has contributed, and will continue to contribute, to the College's educational mission and goals in spirit as well as substance. In making the case for tenure and promotion, the candidate should address the following categories:

*Teaching.* Rollins College expects the candidate to demonstrate both high competence in his/her field(s) and the ability to convey knowledge of his/her field to students. While we recognize the legitimacy of a wide variety of teaching methods, the candidate must be able to organize coherent and useful courses, stimulate student thought, challenge student assumptions, and establish a realistic but demanding set of expectations. Means of evaluation in this area include course evaluations, classroom visits, review of course syllabi, writing or conversations with colleagues that demonstrate the candidate's intellectual ability, and evidence of effective communication skills. Evaluation of the quality of teaching need not be limited to on-load courses but can include student advising and over-load teaching. The candidate must demonstrate excellence as a teacher to merit tenure or promotion.

*Research and Scholarship.* We expect the candidate to demonstrate scholarly accomplishment, as well as ongoing intellectual activity directed toward making a contribution to his or her fields(s) and/or toward the extension or deepening of intellectual competence. We recognize the value not only of scholarship in a particular academic discipline, but also in inter-disciplinary scholarship and pedagogical research. Accomplishments in this area may be demonstrated, as appropriate, by the following: scholarly writings submitted for review by one's peers and accepted for publication, presentation of papers at professional meetings, creation of art or performance, serving as a session organizer or discussant at professional conferences, participation in scholarly activities such as seminars in which written scholarly work is required, service as a referee or reviewer for professional journals and/or publishers or professional conferences, invited lectures and performances, the receipt of grants or fellowships from which scholarly writing is expected, public performance, and the publication of journal articles or books. These activities must represent a pattern of professional development, suggesting intellectual and scholarly life that will continue after the awarding of tenure or promotion.

These requirements are the same for tenure and promotion, except that the College has higher expectations for candidates for promotion to Professor. Given the time that normally elapses before a candidate can apply for promotion to Professor, he or she must be able to demonstrate a stronger record of scholarly accomplishment to merit promotion.

College Service. We expect every faculty member to make a contribution to the College community beyond the classroom and beyond his or her research efforts. Contribution to the College community beyond the classroom should include, for example, such services as participation in College committees, involvement in student activities, effectiveness and cooperation in departmental and inter-departmental programs, active and effective participation in the cultural and intellectual life of the College, and service in the outside community. Development of academic, curricular, and other programs that enrich the life of the College can weigh heavily in considering a candidate's College service.

The commitment to advising (students, organizations, programs) can also be seriously considered in evaluating a candidate's College service. Student advising includes not only accepting a reasonable number of advisees, consistent with the candidate's other responsibilities, and making oneself available to students outside of the class on a regular basis, but also interacting with students outside of class regarding issues and interests in the courses a candidate teaches and discussing with advisees their overall academic program, course selection, and career concerns.

Service to the College can take many forms, and Rollins recognizes the variety of contributions made by individual faculty members that contribute to the mission of the College.

## **Section 2. Departmental Criteria**

Each department, with the concurrence of the Faculty Evaluation Committee, shall determine how the above criteria shall be defined and applied for faculty evaluations in particular academic disciplines, providing to the FEC explicit standards for teaching, scholarship, and service for tenure and promotion to Associate Professor and Professor, including standards specific to the discipline. The department shall provide a rationale in support of their standards. The department must reevaluate and resubmit these criteria to the FEC every five years, or earlier if the criteria have been revised. Any department with a candidate for tenure will use the set of criteria in effect at the time of the candidate's hiring, unless the candidate chooses to use the most recent criteria at the time they take effect. In all other cases, the set of criteria in effect three years prior to the candidate's evaluation will be used, unless the candidate chooses to use the most recent criteria at the time they take effect.

## **Section 3. Specific Criteria for Reappointment and Promotion**

No reappointment or promotion, except as provided below for instructors who receive the terminal degree, is to be regarded as automatic, but must be earned by merit as demonstrated by all applicable activities. Promotions in rank shall be made in accord with the general criteria of the College and the specific criteria described below. They will go into effect September 1 following the evaluation proceedings.



Reappointment. Criteria for reappointment shall be the same as those for tenure and promotion, with the understanding that the candidate is evaluated for the promise of excellence in teaching, research and scholarship, and College service.

Promotion to Assistant Professor. For persons employed at the initial rank of instructor pending attainment of the terminal degree, promotion to the rank of Assistant Professor will be automatic and take effect upon official confirmation of their receiving the terminal degree.

Instructors who have not received the doctorate or the terminal degree in the appropriate field may be promoted to Assistant Professor only if the majority of the Candidate Evaluation Committee and the appropriate Dean conclude that all criteria for reappointment have been met and that the individual's continued employment is justified by exceptional conditions, such as: the individual's contribution to the College has been outstanding, and if applicable, progress on the terminal degree is significant enough so that this degree will be awarded within a year.

No candidate without the terminal degree will be promoted without the approval of a majority of those on the Candidate Evaluation Committee.

Promotion to Associate Professor. Persons holding the rank of Assistant Professor may be promoted to the rank of Associate Professor upon and not before the award of tenure. (See eligibility for tenure, See E, 4, a.)

Promotion to Professor. Faculty members with the terminal degree in the appropriate field holding the rank of Associate Professor may be awarded promotion to Professor, after a minimum of five years full time experience in a senior institution at the rank of Associate Professor, of which at least three years have been at this institution. The Board of Trustees, upon recommendation by the President, may waive this minimum duration, but only in exceptional circumstances. The delineation of these circumstances will be determined by each Candidate Evaluation Committee of the College in consultation with the Faculty Evaluation Committee and the appropriate Dean.

For promotion to the rank of Professor, the individual must receive the positive recommendation of a majority of the Candidate Evaluation Committee. The Provost will make a separate report and recommendation to the President. Promotions to the rank of Professor shall be made by the Board of Trustees and upon the recommendation of the President.

## **C. PROCEDURES FOR ANNUAL REVIEW OF UNTENURED FACULTY**

### **Section 1. Annual Evaluations**

The CEC (formed by December 1) will conduct annual evaluations of all tenure-track faculty. The candidate will submit materials for review, including a professional assessment statement, to the CEC by January 1. The evaluation will be documented in a report addressed to the appropriate Dean and placed in the candidate's permanent file by February 15. The report should include an analysis and evaluation of the candidate's progress toward tenure, based on the criteria set forth in the bylaws and in individual departmental criteria.

These annual evaluations are to be conducted for every year in which neither a tenure evaluation nor a comprehensive mid-course evaluation takes place.

Departmental evaluations are to be conducted every year for Visiting Professors of any rank. The evaluation will be documented in a report and placed in the faculty member's departmental file by February 15. The report should include an analysis and evaluation of the faculty member's accomplishments in meeting department and College expectations.

#### **D. POST-TENURE EVALUATIONS**

The CEC (formed December 1), with the support of the appropriate Dean, is charged with the responsibility of encouraging improved teaching and professional development for all members of the faculty. Tenured faculty will normally be evaluated every seven years, two years before their eligibility for a sabbatical. Exceptions may be recommended by the appropriate Dean, with the approval of the Professional Standards Committee.

While the primary purpose of continued assessment is to promote improved teaching and professional development, it also assists tenured faculty in the identification of strengths and correction of any deficiencies. Should the CEC or the appropriate Dean detect deficiencies which are particularly significant, the evaluation proceedings may be initiated at any time.

The faculty member's professional assessment statements play a primary role in these seven-year evaluations. The faculty member creates a professional assessment statement called the Faculty Development Plan. This plan, with supporting documents, goes to the members of the CEC to review by January 1. The CEC then meets with the faculty member to discuss the professional assessment statement and writes a brief letter of evaluation in response to it, noting their developmental assessment of the faculty member and how the plans fit into the department's goals. This letter is sent to the appropriate Dean by April 15 of the penultimate year before the faculty member is eligible for a sabbatical.

Deans play a central role in providing ongoing encouragement and support for faculty efforts at professional development. The Dean meets with the faculty member separately to discuss the professional assessment statement, and supporting documents, and the letter of the CEC. The Dean then writes a brief letter of evaluation, stating points of concurrence or disagreement. The faculty member receives a copy of this letter by August 15 of the evaluation year.

Both letters, along with the Faculty Development Plan, and other supporting materials, are placed in a file for the faculty member that is kept in the office of the Dean. While a faculty member has a reasonable latitude for changes of professional direction, this file is then used in decisions about release time, requests for funding, and merit awards.

Timeline for Annual and Post-Tenure Review:

	Annual	Post-Tenure
Notification by Dean's office of eligibility	N/A	April 15
CEC formed by:	December 1	December 1



Candidate materials submitted to CEC and (post-tenure only) the Dean	January 1	January 1
CEC's letter to Dean and candidate by:	February 15	April 15
Dean's letter to candidate and CEC by:	N/A	August 15

## **E. PROCEDURES FOR MID-COURSE, TENURE, AND PROMOTION FACULTY REVIEW**

### **Section 1. Candidate Evaluation Committee Structure and Evaluation**

#### **a. Composition**

The chair of the department to which the candidate has been appointed, in consultation with members of that department, shall select a Candidate Evaluation Committee by May 15 prior to the academic year in which the evaluation takes place. The CEC normally consists of the Chair of the department (unless the Chair is being evaluated) and a minimum of two additional tenured members of the department who are selected by a majority of all full-time members of the department, without excluding tenured members who wish to serve. In addition, a member of the FEC serves as an ex officio (non-voting) member when the candidate is being evaluated for tenure or promotion. If two additional tenured members of the department are unavailable, non-tenured members may be appointed. If non-tenured members are unavailable, the department Chair, with the advice of the candidate and the approval of the CEC, will select tenured members from outside the department to serve on the CEC. If the department Chair is the candidate being evaluated, another member of the department shall be selected as CEC chair. The chair of the CEC will notify the FEC, the Dean, and the candidate of the members of the CEC by June 1.

For candidates with an appointment in more than one department or program, the CEC, with the advice of the candidate, will add to the CEC one more tenured faculty member, or non-tenured faculty member, if a tenured faculty member is unavailable. This faculty member should have greater familiarity with the work of the candidate outside the department to which the candidate was appointed. If such a faculty member is unavailable, the Chair of the Professional Standards Committee will select a tenured faculty member to serve on the CEC.

#### **b. Collection of Materials Required for Review**

The Chair of the CEC has the responsibility for collecting additional materials required for the evaluation including letters from tenured members of the department and/or department letters signed by the tenured members of the department, and student evaluations, and making them available electronically for members of the CEC, FEC, and the appropriate Dean to review by the time the candidate submits her/his materials.

At the candidate's request, for the assessment of the candidate's scholarship, two peer evaluators for institutions other than Rollins will be selected by the Chair of the CEC and the appropriate Dean from a list submitted by the candidate. The Chair then contacts the peer evaluators and

requests their evaluation of the candidate's scholarship. This request must be made in writing to both the Dean and the Chair of the CEC by June 15.

### **c. Review by Candidate Evaluation Committee**

After each member of the CEC has reviewed the candidate's file, the CEC meets with the candidate to discuss the activities addressed in the file. Issues that the CEC considered relevant to the evaluation that might not have been addressed by the candidate are also raised here. The CEC then approves a report and recommendation written by the Chair. The report and recommendation records the vote of the CEC. The report and recommendation are sent electronically to the candidate, the Dean, and the FEC.

If the CEC makes a positive recommendation, it gives reasons for its recommendation in the report. In the cases of a recommendation against awarding tenure or promotion, the CEC gives reasons for its conclusion. No candidate is tenured or promoted without the approval of a majority of the CEC. The candidate is given a copy of the report and recommendation, and has the opportunity to respond in writing, within one week, sending his/her response to all of the appropriate entities in the process.

## **Section 2. Faculty Evaluation Committee Structure and Evaluation**

The FEC consists of six tenured faculty members each with the rank of Professor serving staggered terms of three years. These faculty members are appointed by the Executive Committee, with some consideration given to academic diversity, and ratified by the faculty. Members of the FEC receive one course-released time every year they serve on the committee.

### **a. Composition**

The FEC consists of six tenured faculty members, each with the rank of Professor, serving staggered terms of three years. These faculty members are appointed by the Executive Committee, with some consideration given to academic diversity, and ratified by the faculty. Members of the FEC receive one course-released time every year they serve on the committee.

### **b. Access to Information**

The FEC has access to the candidate's file and all other materials considered at other stages of the evaluation process, and can request additional information from the Dean. It is always appropriate for the FEC to introduce additional information that might not have been included by the CEC or the appropriate Dean. The FEC also has the authority to call in anyone it needs for consultation, especially where there is disagreement between parties at different stages of the evaluation process.

### **c. Review by the Faculty Evaluation Committee**

The FEC conducts its own evaluation of each candidate for tenure and promotion. The evaluation will be based on the following sources: the written report and recommendation by the

CEC, the department's approved criteria for tenure or promotion, the assessment of external evaluators (when requested by the candidate), the report and recommendation of the appropriate Dean, the candidate's professional assessment statement, an interview with the candidate, and any other material or information that the FEC has obtained in the exercise of its duties. The FEC may also consult with the CEC, the appropriate Dean, or any other member of the community.

Meetings of the Faculty Evaluation Committee (FEC) must be confidential, regardless of subject matter under consideration and may be attended only by the duly appointed members of the FEC. Candidates for tenure, promotion, and mid-course reviews will attend their scheduled FEC interviews as well as additional meetings at the request of the candidate or FEC. At the invitation of the FEC, other persons, who the bylaws state may be consulted, may attend meetings of the FEC to which they are invited. This bylaw supersedes all other bylaws or faculty handbook rules, which may be contrary.

The FEC cannot challenge substantive requirements of a department for tenure or promotion that has approved criteria. The FEC will require the evaluation from the CEC to adhere to its approved criteria, both procedural and substantive.

Upon completion of its review of its candidates, the FEC writes a report and recommendation. The recommendation of the FEC may agree or disagree with that of the CEC or of the Dean. In the event of a negative evaluation by the FEC, the FEC will consult with the CEC on points of disagreement. If the FEC is still not satisfied with the arguments of the CEC, it submits its negative recommendation to the Provost for his/her report and recommendation.

### **Section 3. Comprehensive Mid-Course Evaluation**

Prior to the tenure review, each candidate for tenure and promotion will receive one comprehensive mid-course evaluation. The CEC, the appropriate Dean, and the FEC will each prepare a written report detailing the perceived strengths and weaknesses of the candidate, including specific comments regarding directions the candidate might pursue to strengthen his or her case for tenure or promotion.

A candidate for promotion to Professor has the right to make a written request to the relevant department head and Dean for a comprehensive mid-course evaluation. The subsequent evaluation for promotion can take place no earlier than two years after the mid-course evaluation.

#### **a. Notification**

Normally, the comprehensive mid-course evaluation will take place in the spring of the candidate's third year, but no later than two years before the evaluation for tenure is to take place.

The review for tenure or promotion is conducted in the academic year preceding the award. Tenured appointments or promotions commence September 1 the year following the award.

By April 15 of each year, the appropriate Dean notifies, in writing, those faculty members eligible for tenure review and /or promotion evaluation the following fall. Having received the Dean's notification of eligibility, candidates seeking evaluation must inform the appropriate Dean in writing by May 15, The Dean then provides him/her with a timetable for the evaluation process and a description of the materials s/he must assemble for the evaluation file (the professional assessment statement, course syllabi, information the candidate deems relevant to the evaluation).

#### **b. The Candidate**

At the time of the tenure and/or promotion evaluation, each candidate is expected to make a written statement of his/her activities since her/his last evaluation. All relevant professional activities are addressed: teaching, research and scholarship, and College service. The statement includes the candidate's assessment of his or her successes and failures, as well as a plan for future development. In the area of scholarly research, the College is particularly interested in knowing:

- how the candidate has developed professionally since the last formal evaluation
- how the candidate's research interests and professional activities constitute a coherent path of development, and
- how the candidate's research interests are connected to his or her academic life

Since each candidate's application is judged by colleagues from the general College community, as well as those from his or her particular academic discipline, the professional assessment statement plays a critical role in making determinations about the candidate's professional competence and quality of mind. While a faculty member has reasonable latitude for changes of professional direction, the professional assessment statement is used to make determinations about the candidate's professional development in subsequent evaluations and may be consulted when determinations are made about requests for funding and release time support.

The candidate must submit their materials electronically to the CEC, appropriate Dean, and FEC by December 15.

#### **c. Evaluation by Candidate Evaluation Committee**

Having reviewed the candidate's file, interviewed the candidate, and deliberated, the CEC writes a report and recommendation, which makes a case for or against the candidate and sends it electronically, along with the letters from the outside evaluators if applicable, to the FEC, with copies to the Dean and candidate, by February 15. The candidate may choose to write a response to the report and recommendation, and should send this response electronically to the FEC, the Dean, and the CEC within one week.

#### **d. Evaluation by Appropriate Dean**

Based on the candidate's file as well as her/his knowledge of the candidate, the appropriate Dean conducts a separate evaluation. The Dean may also consult with the CEC, the candidate, or any other members of the community.

For mid-course evaluations, the Dean submits a report and recommendation to the candidate, the CEC, and FEC no less than one week before its meeting with the candidate. The candidate may choose to write a response to the report and recommendation, and should send this response electronically to the FEC, the Dean, and the CEC within one week.

#### **e. Evaluation by the Faculty Evaluation Committee**

Having received the recommendations of the CEC and the appropriate Dean, and after reviewing the candidate's file, interviewing the candidate, and deliberating, the FEC will write a report and recommendation and send it to the candidate, the CEC, and the Dean by May 15.

### **Section 4. Tenure and Promotion to Associate Professor Evaluation**

#### **a. Eligibility**

Normally, a candidate is eligible for the awarding of tenure in her/his seventh year of a tenure-track appointment at Rollins, with the possibility for earlier consideration if the candidate has had prior experience. Individuals with three years full-time experience at the Assistant professor level or higher at other institutions may be awarded tenure in their sixth year at Rollins. Individuals with four or more years full-time experience at the Assistant Professor level or higher at other institutions may be awarded tenure in their fifth year at Rollins. Individuals who have had full-time experience at the Assistant Professor level or higher at Rollins in a visiting position may use their Rollins' visiting experience as tenure-track, or may utilize up to the full seven-year tenure-track probationary period.

#### **b. Notification**

The review for tenure or promotion is conducted in the academic year preceding the award. Tenured appointments or promotions commence September 1 the year following the award.

By April 15 of each year, the appropriate Dean notifies, in writing, those faculty members eligible for tenure review and/or promotion evaluation the following fall. Having received the Dean's notification of eligibility, candidates seeking evaluation must inform his/her department chair and the appropriate Dean in writing by May 15. The Dean then provides her/him with a timetable for the evaluation process and a description of the materials each candidate must assemble for the evaluation file (the professional assessment statement, course syllabi, samples of exams and other assignments, samples of written work, and any other information the candidate deems relevant to the evaluation).

#### **c. The Candidate**

At the time of the tenure and/or promotion evaluation, each candidate is expected to make a written statement of his/her activities since his/her last evaluation. All relevant professional activities are addressed: teaching, research and scholarship, and College service. The statement includes the candidate's assessment of her/his successes and failures, as well as a plan for future development. In the area of scholarly research, the College is particularly interested in knowing:

- How the candidate has developed professionally since the last formal evaluation

- How the candidate's research interests and professional activities constitute a coherent path of development

- How the candidate's research interests are connected to his/her academic life

Since each candidate's application is judged by colleagues from the general College community, as well as those from her/his particular academic discipline, the professional assessment statement plays a critical role in making determinations about the candidate's professional competence and quality of mind. While a faculty member has reasonable latitude for changes of professional direction, the professional assessment statement is used to make determinations about the candidate's professional development in subsequent evaluations and may be consulted when determinations are made about requests for funding and release time support.

The candidate must submit their materials electronically to the CEC, Dean, and the FEC by July 1.

#### **d. Evaluation by the Candidate Evaluation Committee**

Having reviewed the candidate's file and deliberated, the CEC writes a report and recommendation, which makes a case for or against the candidate and sends it, along with the letters from the outside evaluators if applicable, to the FEC, with copies to the Dean and candidate, by October 1. The candidate may choose to write a response to the report and recommendation, and should send this response electronically to the CEC, the Dean, and the FEC within one week. Should the CEC make a negative recommendation, the candidacy cannot go forward except on appeal.

#### **e. Evaluation by Dean**

Having received a positive recommendation of the candidacy by the CEC, the appropriate Dean will conduct a separate evaluation. This will be based on the Dean's review of the candidate's file as well as her/his knowledge of the candidate. The Dean may also consult with the CEC, the candidate, or any other members of the community.

For tenure decisions, the Dean submits a report and recommendation addressed to the Provost but sent electronically to the FEC, the candidate, and the CEC at least one week before the candidate's meeting with FEC. The candidate may choose to write a response to the report and recommendation, and should send this response electronically to the CEC, the Dean, and the FEC within one week.

#### **f. Evaluation by the Faculty Evaluation Committee**

Having received the recommendations of the CEC and the appropriate Dean, and after reviewing the candidate's file, interviewing the candidate, and deliberating, the FEC will write a report and recommendation and send it to the candidate, the CEC, and the Dean by December 15. Should the candidate wish to challenge the recommendation of the FEC, s/he may send an electronic response addressed to the Provost, but also sent to the FEC, the Dean, and the CEC within one week.

It is the responsibility of the FEC to make the following materials available to the Provost by December 15: the candidate's file; the report and recommendation, together with the letters from outside evaluators, of the CEC; the report and recommendation of the Dean; the report and recommendation of the FEC and additional materials it used in its evaluation; and any optional responses to any of these by the candidate.

#### **g. Evaluation by Provost**

Assessing the recommendations from the CEC, FEC, and the Dean, the Provost reviews the candidate's file and makes a recommendation to the President. For tenure decisions, this letter is submitted to the President by January 15. If the Provost accepts a positive recommendation of the CEC and recommends overturning a negative recommendation of the FEC, s/he submits reasons for his/her decisions in writing to the FEC and the candidate.

When a conflict occurs between the FEC and the CEC, or when the FEC receives permission from the Provost to extend the date for submission of its report, the President may extend the date for the Provost's recommendation for a period not exceeding thirty calendar days from receipt of the FEC report and recommendation. The candidate will be notified by the President of such extension(s) and given a revised date for the Provost's recommendation to the President.

#### **h. Recommendation by President**

Upon receiving the Provost's letter, the President makes a recommendation to the Board of Trustees. For tenure decision, this recommendation is made at the February Board meeting. The decision of the Board is communicated to the candidate in writing five business days after the meeting. In the case of a negative decision, the candidate has until August 1 to file an appeal. Appointment to tenure and promotion to Professor will go into effect September 1 following the vote of the Board.

### **Section 5. Promotion to Professor**

#### **a. Eligibility**

Faculty members with the terminal degree in the appropriate field holding the rank of Associate Professor may be awarded promotion to Professor, after a minimum of five years full time experience in a senior institution at the rank of Associate Professor, of which at least three years have been at this institution. The Board of Trustees, upon recommendation by the President,



may waive this minimum duration, but only in exceptional circumstances. The delineation of these circumstances will be determined by each CEC of the College in consultation with the FEC and the Dean.

#### **b. Notification of the Candidate**

The review for promotion to Professor is conducted in the academic year preceding the award. Promotions commence September 1 of the year following the award.

By April 15 of each year, the appropriate Dean notifies, in writing, those faculty members eligible for promotion evaluation the following fall. Having received the Dean's notification of eligibility, candidates seeking evaluation must inform his/her chair and the Dean in writing by May 15. The Dean then provides her/him with a timetable for the evaluation process and a description of the materials that s/he must assemble for the evaluation file (the professional assessment statement, course syllabi, samples of exams and other assignments, samples of written work, and any other information the candidate deems relevant to the evaluation).

#### **c. The Candidate**

At the time of the promotion to Professor evaluation, each candidate is expected to make a written statement of his or her activities since his/her last evaluation. All relevant professional activities are addressed: teaching, research and scholarship, and College service. The statement includes the candidate's assessment of her/his successes and failures, as well as a plan for future development. In the area of scholarly research, the College is particularly interested in knowing:

- how the candidate has developed professionally since the last formal evaluation
- how the candidate's research interests and professional activities constitute a coherent path of development, and
- how the candidate's research interests are connected to her/his academic life

Since each candidate's application is judged by colleagues from the general College community, as well as those from his/her particular academic discipline, the professional assessment statement plays a critical role in making determinations about the candidate's professional competence and quality of mind. While a faculty member has reasonable latitude for changes of professional direction, the professional assessment statement is used to make determinations about the candidate's professional development in subsequent evaluations and may be consulted when determinations are made about requests for funding and release time support.

The candidate must submit their materials electronically to the CEC, Dean, and FEC by July 1<sup>st</sup>.

#### **d. Evaluation by the Candidate Evaluation Committee**

Having reviewed the candidate's file and deliberated, the CEC writes a report and recommendation, which makes a case for or against the candidate and sends it, along with the



letters from the outside evaluators if applicable, to the FEC, with copies to the Dean and candidate, by November 1. The candidate may choose to write a response to the report and recommendation, and this response will be sent to the CEC, the Dean, and the FEC within one week. Should the CEC make a negative recommendation, the candidacy cannot go forward except on appeal.

#### **e. Evaluation by Dean**

Having received a positive recommendation of the candidacy by the CEC, the appropriate Dean will conduct a separate evaluation. This will be based on the Dean's review of the candidate's file as well as her/his knowledge of the candidate. The Dean may also consult with the CEC, the candidate, or any other members of the community.

For promotion to Professor decisions, the Dean submits a report and recommendation addressed to the Provost but sent electronically to the FEC, the candidate, and the CEC no less than one week before FEC's meeting with the candidate. The candidate may choose to write a response to the report and recommendation, and should send this response electronically to the CEC, the Dean, and the FEC within one week.

#### **f. Evaluation by the Faculty Evaluation Committee**

Having received the recommendations of the CEC and the Dean, and after reviewing the candidate's file, interviewing the candidate, and deliberating, the FEC will write a report and recommendation and send it to the candidate, the CEC, and the Dean by April 1. Should the candidate wish to challenge the recommendation of the FEC, s/he may send a response addressed to the Provost, but sent also to the FEC, the Dean and the CEC within one week.

It is the responsibility of the FEC to make the following materials available to the Provost by April 1: the candidate's file; the report and recommendation, together with the letters from outside evaluators, of the CEC; the report and recommendation of the Dean; the report and recommendation of the FEC and additional materials it used in its evaluation; and any optional responses to any of these by the candidate.

#### **g. Evaluation by Provost**

Assessing the recommendations from the CEC, FEC, and the Dean, the Provost reviews the candidate's file and makes a recommendation to the President. For promotion to Professor decisions, this letter is submitted to the President by April 15. If the Provost accepts a positive recommendation of the CEC and recommends overturning a negative recommendation of the FEC, s/he submits reasons for his/her decisions in writing to the FEC and the candidate.

When a conflict occurs between the FEC and the CEC, or when the FEC receives permission from the Provost to extend the date for submission of its report, the President may extend the date for the Provost's recommendation for a period not exceeding thirty calendar days from receipt of the FEC report and recommendation. The candidate will be notified by the President of such extension(s) and given a revised date for the Provost's recommendation to the President.

## **h. Recommendation by President**

Upon receiving the Provost's letter, the President makes a recommendation to the Board of Trustees. For promotion to Professor decision, this recommendation is made at the May Board meeting. The decision of the Board is communicated to the candidate in writing five business days after the meeting. In the case of a negative decision, the candidate has until August 1 to file an appeal. Appointment to Professor will go into effect September 1 following the vote of the Board.

	<b>Mid-Course Evaluation</b>	<b>Tenure &amp; Promotion</b>	<b>Promotion to Professor</b>
Dean notifies Candidate re: eligibility	April 15	April 15	April 15
Candidate notifies Dean re: intention, CEC formed	May 15	May 15	May 15
CEC Chair notifies Dean, candidate, and FEC of CEC make up	June 1	June 1	June 1
Candidate electronically submits materials to CEC members, Dean, and FEC members	December 15	July 1	July 1
CEC submits letter to candidate, Dean, and FEC Chair	February 15	October 1	November 1
Dean submits letter to candidate, CEC Chair, and FEC Chair	At least 1 week before Candidate's FEC meeting	At least 1 week before Candidate's FEC meeting	At least 1 week before Candidate's FEC meeting
FEC submits letter to candidate, CEC Chair, and Dean	May 15	December 15	April 1
FEC submits letter to Provost	N/A	December 15	April 1

## **F. APPEALS ON DECISIONS OF TENURE AND PROMOTION**

### **Section 1. Grounds**

Decisions on tenure and promotion may be appealed in the event of the following charges: discrimination on the basis of race, national origin, religion, sex, sexual orientation, age or physical handicap; procedural improprieties; or violations of academic freedom.

### **Section 2. Appointment of the Appeals Committee**

The Appeals Committee consists of three tenured faculty with the rank of Professor, serving staggered terms of three years. The Professional Standards Committee, upon the approval of the

Faculty of Arts and Sciences and the President appoints these three members. The Appeals Committee will include no members of the Candidate Evaluation Committee or the Faculty Evaluation Committee.

### **Section 3. Review of the Appeals Committee**

A candidate who appeals a tenure or promotion decision has until August 1 following the evaluation to file an appeal. The candidate appeals to the Appeals Committee who reviews the case and decides whether there is sufficient cause for an appeal. If the Appeals Committee finds that sufficient cause does exist, a meeting for a full-scale review is convened.

The Appeals Committee has the authority to review the procedure of a tenure or promotion decision. It does not rule on the substance of a case. To win an appeal, the candidate must demonstrate to the satisfaction of the Committee that the evaluation process has been flawed. In the absence of convincing evidence that the procedure has been flawed, the Appeals Committee affirms the original decision to deny tenure or promotion.

### **Section 4. Recommendations of the Appeals Committee**

After reviewing the case, the Appeals Committee makes a recommendation to the President. It may recommend upholding the decision to deny tenure or promotion, or it may recommend a new evaluation, either by the original committee(s) or by newly constituted committee(s) as appropriate.

## **G. Tenured Faculty Dismissal Procedures: Hearing Committee**

In cases concerning the fitness and possible dismissal of a tenured faculty member, Arts and Sciences shall follow the 1958 AAUP Statement on Procedural Standards in Faculty Dismissal Proceedings. The ad hoc Hearing Committee in charge of these procedures shall consist of four tenured faculty members with the rank of Professor. To select the committee The Executive Committee of the Arts and Sciences will present a slate of faculty names to the Faculty of Arts and Sciences for approval. The committee will be convened for the duration of the procedures.

## **ARTICLE IX AMENDMENT PROCEDURE**

These bylaws, or any provisions thereof, may be abrogated or amended at any meeting of the faculty by vote of two-thirds of those present, assuming a quorum, provided that a notice one week prior to the meeting shall contain a copy of the proposed amendment or amendments. The amendment ultimately made need not be in the exact form in which it was sent to each faculty member, but must deal with the same subject matter.

*Rev. 7-17-09*

*Reviewed 7-27-09*

*Rev. 11-01-11*

*Rev. 4-26-12*

*Rev. 5-30-12*

*Rev. 10-26-12 (Art. 8, Sec. 1)*

*Rev. 12-2-12 (total review)*

*Rev. 4.6.15 (VIII, G- Tenured Faculty Dismissal Procedures)*

5-2014

# Bylaws of Rollins College - Revised May 2014

Rollins College Trustees

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# Bylaws of Rollins College

## ARTICLE I

### A. TRUSTEES

**Section 1. Number.** The Board of Trustees shall consist of not less than nineteen (19) and not more than thirty-five (35) members, which shall always include the President of the College. The Board shall determine, from time to time, the number to actually serve, by an affirmative vote of three-quarters ( $\frac{3}{4}$ ) of the members present.

**Section 2. Alumni Nominations.** A graduate of Rollins College may be nominated each year by the Alumni Association for election as a trustee for a term of three (3) years. If such nominee is satisfactory to the Board, the nominee shall be elected a trustee; but the Board may call upon the Alumni Association for additional nominations until a nomination satisfactory to the Board is made. From time to time, at the sole discretion of the board, an Alumni Trustee may be invited to stand for election to the board at the conclusion of his or her term, according to the terms defined in Article I. A. Section 4. (d).

**Section 3. Election.** The Board of Trustees shall elect their own successors and fill any vacancies. Voting in such cases shall be by written ballot at a regular or special meeting. An affirmative vote of three-quarters ( $\frac{3}{4}$ ) of the trustees present at such meeting shall be necessary for election.

#### **Section 4. Term of Office.**

(a) The President shall serve so long as he or she holds the office of President.

(b) A Trustee elected to fill a vacancy where an unexpired term exists shall serve for the balance of such unexpired term.

(c) A Trustee elected by virtue of his or her status as a parent of a Rollins College student shall serve for a term of one (1) year.

(d) All other Trustees shall serve for three (3) years or until their successors shall be duly elected and qualified.

(e) Each Trustee's term of office shall commence upon the adjournment of the meeting at which the election takes place and shall end upon the adjournment of the meeting at which the completion of the Trustee's term takes place.

**Section 5. Removal of Trustees.** Any trustee may be removed by a majority vote of the entire Board of Trustees, voting by written ballot, at a regular or special meeting.

## **Section 6. Meetings.**

(a) There shall be three (3) regular meetings of the Board of Trustees each year to be held at the College. The Winter Meeting shall be held on the Friday nearest Washington's Birthday (February 22<sup>nd</sup>). The Annual Meeting shall be held on the Friday preceding the College Commencement. The Fall Meeting shall be held on a Friday in October or November. For all meetings, the date to be established each year upon no less than twenty (20) days prior written notice as hereinafter provided.

(b) Special meetings of the Board may be called and held at any time within or outside the State of Florida upon twenty (20) days prior written notice mailed by United States first-class mail by the Secretary to each member of the Board at his last known address, or by electronic mail at an electronic mail address provided by the Trustee for purposes of receiving notices, stating the time, place, and purpose or purposes of the meeting. Special meetings shall only be called: (a) by written request of the President, (b) by written request of the Chairman of the Board, (c) by written request of the Executive Committee, or (d) by written request of any five (5) trustees. Every such request shall be addressed and delivered to the Secretary, and shall state the time, place, and purpose or purposes of the requested meeting.

(c) Emergency meetings of the Board may be called and held at any time within or outside the State of Florida upon a written determination by the Chairman of the Board that an emergency meeting is necessary, which determination may be requested in writing by the President or the Executive Committee. Every such request shall be addressed and delivered to the Secretary, and shall state the nature of the emergency, and the time, place, and purpose or purposes of the requested meeting. The Chairman of the Board may schedule an emergency meeting on as much notice as he or she deems practical under the circumstances, and shall declare the nature of the emergency at the time the meeting is scheduled. For purposes of this subsection, "emergency" shall include only such issues as require discussion and Board action in fewer than twenty (20) days so that a special meeting cannot be noticed in time to address said issues. Notice of an emergency meeting to each Trustee shall be provided by the Secretary by electronic mail at an electronic mail address provided by the Trustee for purposes of receiving notices, by facsimile, or by text message to the Trustee.

(d) Any meeting may be adjourned to any place within or outside the State of Florida.

(e) No business shall be transacted at any special or emergency meeting except that set forth in the notice for said meeting.

(f) Trustees who are unable to attend a regular, special, or emergency meeting may participate in such meeting, and shall be considered present for determination of a quorum, through the use of any means of communication by which all trustees participating may simultaneously hear each other during the meeting. A written record shall be kept showing the persons participating and any action(s) taken. Without limitation of any other provision in these Bylaws, it is specifically provided that Trustees may attend regular, special, or emergency meetings by telephone or by videoconference technology.

(g) Each Trustee shall provide to the Secretary his or her current contact information, including home and business addresses, electronic mail address, and telephone number or numbers, including mobile telephone numbers, and shall advise the Secretary promptly of any changes to that contact information. Notices of meetings as set forth in this Section shall be deemed sufficient if sent to the addresses or telephone numbers provided by the Trustees.

**Section 7. Quorum.** A majority (at least one-half) of the board of trustees shall constitute a quorum for the transaction of business; and a less number may adjourn from time to time. The board shall not be controlled by a minority of board members or by organizations or interests separate from it.

**Section 8. Duties.** The Board of Trustees shall have full authority as stated in the Charter and in these Bylaws to oversee, manage, and govern all of the affairs of the College; make and enforce such rules of procedure, operation, and management not inconsistent with law, the Constitution, Charter, or Bylaws, as it shall deem fit and proper; prescribe and regulate the course of studies to be pursued in all departments of the College; establish or eliminate degree programs; fix the rate of tuition, room rent, and other charges of every nature and description; make and enforce rules of conduct of all officers, committees, and employees; determine all rates of compensation and method of payments of all College employees, including, without limitation, the administration, the faculty, and the staff; employ and terminate employment; purchase or authorize the purchase of all manner of equipment, property, or securities for the use or benefit of the College; and generally to operate and manage Rollins College, and each department thereof, as the main governing body thereof. It shall have the power to delegate such authority as shall be allowed by law only to the officers, to an Executive Committee elected from its membership, or to such other committee or committees as it shall from time to time deem fit and proper. It shall elect a Chairman of the Board, a President, a Secretary, and a Treasurer of the College, and an Executive Committee, whose members shall include the Chairman of the Board and the President, which committee shall carry on the business affairs of the College between meetings of the Board. It may elect one or more Vice-Chairmen of the Board and one or more Vice-Presidents, one or more Assistant Secretaries, and one or more Assistant Treasurers of the College.

**Section 9. Liability of Trustees.** No individual trustee shall be held liable or responsible for action taken by the Board of Trustees acting under the provisions or in the manner authorized by these Bylaws, nor for action taken by the Board of Trustees in reliance on reasonable grounds or probable cause for believing that the Board is acting under the provisions of or in the manner authorized by these Bylaws. The College attorney shall, at the expense of the College, conduct the defense of any legal, equitable, or other action, suit, or proceeding brought against a trustee, either individually or as trustee, because or as a result of any action taken by the Board of Trustees, unless the action, suit, or proceeding be brought by the College. All costs and expenses of the trustee in connection with any such action, suit, or proceeding not brought by the College, including but not limited to expenses in the course of attending trials, conferences, depositions, hearings, and meetings, shall be paid by the College, and in the event of judgment being rendered against the trustee, the College shall indemnify and save him harmless. When any legal, equitable, or other action, suit, or proceeding brought by the College against a trustee, either individually or as trustee, shall result in a judgment, decree, or decision against the College or in favor of the trustee, the College shall be liable to



and shall reimburse the trustee for all costs, attorney's fees, and other expenses in connection with the defense of such action, suit, or proceeding, including but not limited to expenses in the course of attending trials, conferences, depositions, hearings, and meetings.

**Section 10. Trustees' Expenses.** The trustees shall be reimbursed by the College for traveling expenses incurred by them in attending meetings of the Board of Trustees and of the Executive Committee.

**Section 11. Absences from Meetings.** Failure of a trustee to attend two successive regular meetings of the Board, without giving satisfactory reasons to the Board of Trustees for the successive absences, shall be considered as neglect on his part to perform his duties as trustee, and his office shall be deemed vacant, unless he is reinstated at the meeting at which the second absence occurs by a majority vote of the Board of those present.

## **B. HONORARY TRUSTEES**

### **Section 1. Number and Qualifications.**

(a) Trustees who have served at least two consecutive three-year terms shall be eligible for election by the Board of Trustees as Honorary Trustees.

(b) The Board of Trustees shall have the power and authority to establish and from time to time change the qualifications of Honorary Trustees.

(c) The Board of Trustees shall have the power and authority to establish and from time to time change the number of Honorary Trustees.

**Section 2. Election.** The Board of Trustees shall elect Honorary Trustees. Voting shall be by written ballot at a regular or special meeting. An affirmative vote of three-quarters (3/4) of the Trustees present at such meeting shall be necessary for election.

**Section 3. Term of Office.** An Honorary Trustee's term of office shall commence on the adjournment of the meeting at which the election takes place. An Honorary Trustee shall serve so long as eligible, unless removed. An Honorary Trustee shall serve so long as eligible, unless removed.

**Section 4. Removal of Honorary Trustees.** Any Honorary Trustee may be removed by a majority vote of the Board of Trustees voting by written ballot at a regular or special meeting.

### **Section 5. Rights, Privileges, and Duties.**

(a) Honorary Trustees shall be entitled to attend all meetings of the Board of Trustees and all meetings of the Executive Committee, the Finance Committee, the Education Committee, and the Development and Alumni Relations Committee, but Honorary

Trustees shall not be entitled to vote at meetings of the Board or at meetings of any committee of the Board except as provided below.

(b) Honorary Trustees shall be eligible for appointment or election to any standing or special committee of the Board, and if appointed or elected, they shall be entitled to vote.

**Section 6. Liability of Honorary Trustees.** Honorary Trustees shall not be held personally liable or responsible for action taken by the Board of Trustees or any committee of the Board, and each Honorary Trustee shall be indemnified and held harmless by the College in accordance with the provisions of Article I, paragraph A, Section 9.

**Section 7. Honorary Trustees Expenses.** The Honorary Trustees shall not be eligible for reimbursement by the College for traveling expenses incurred by them in attending meetings of the Board of Trustees and of the Executive Committee.

**Section 8. Absences from Meetings.** Honorary Trustees shall not be required to attend meetings of the Board of Trustees or any committee of the Board, but if an Honorary Trustee accepts appointment or is elected to a committee of the Board, such Honorary Trustee shall be subject to the attendance requirements of his or her committee.

## ARTICLE II

### OFFICERS

**Section 1. President.** Under the authority and supervision of the Board of Trustees, the President shall be the official head of the College and shall have the general administration and authority over all its affairs. The President may appoint such committees as he or she may consider necessary for the welfare of and to facilitate the business of the College, subject to such regulations as the trustees may from time to time prescribe. The President shall be a member of the Executive Committee; a member of the Finance Committee; a member of the Investment Committee; a member of the Education Committee and the Development and Alumni Relations Committee; and a member of the Faculty (and the presiding officer thereof). The President shall be elected by a majority vote of the entire Board of Trustees at a regular or special meeting. The President shall be inaugurated with fitting public ceremonies as soon as may be convenient after his or her election. The President shall hold office at the will of the Board of Trustees, and may be removed by a majority vote of the entire Board of Trustees at a regular or special meeting. The removal of the President shall terminate any employment contract, and the College shall not be liable to him or her thereafter for the payment of any compensation other than that expressly provided for in the employment contract, nor shall the College be liable in damages for the President's removal.

**Section 2. Acting President.** In the event of a vacancy in the office of President, the Board of Trustees, by a majority vote of the trustees present at a regular or special meeting, shall appoint an Acting President to serve at the will of the Board. Pending such appointment, a

Vice-President designated by the Executive Committee shall be Acting President. If there be no Vice-President, the Executive Committee, by a majority vote of the members present at the meeting, shall appoint an Acting President to serve until the Board of Trustees appoints an Acting President. The Acting President shall be invested with all powers of the President, but shall not be an *ex officio* trustee.

### **Section 3. Vice-Presidents.**

(a) The Board of Trustees by a majority vote of the Trustees present at a regular or special meeting shall elect four (4) or more Vice-Presidents. There shall be a Vice-President who serves as the chief academic officer, a Vice-President who serves as the chief business officer, a Vice-President who serves as the chief advancement officer, and a Vice-President who serves as the chief student affairs officer, in addition to any other Vice-Presidents who may be elected.

(b) The term of office of each Vice-President shall be until the election of his or her successor at the next Annual Meeting of the Board, or if no successor is elected, until the adjournment of the Annual Meeting. In the event of a vacancy in the office of a Vice-President, the Board of Trustees, by a majority vote of the trustees present at a regular or special meeting, shall elect a successor, who shall serve for the balance of the unexpired term and until a successor is duly elected and qualified.

(c) Vice-Presidents shall perform such duties as may from time to time be fixed by the President or by the Board of Trustees. Subject to the order of the Board of Trustees or the Executive Committee, each Vice-President shall have the power and authority to assume and perform the duties of the President in the absence or inability of the President to act.

**Section 4. Secretary.** The Secretary and any Assistant Secretary or Assistant Secretaries shall be elected by a majority vote of the trustees present at the Annual Meeting of the Board, and shall hold office for a term of one (1) year and until a successor or successors shall be duly elected and qualified. Any trustee shall be eligible for election as Secretary or an Assistant Secretary, but the Board, in its discretion, may elect a Secretary or an Assistant Secretary who is not a trustee. The Secretary or an Assistant Secretary shall have charge of the books and records of the College; shall keep a complete record of the minutes of all meetings of the Board of Trustees and the Executive Committee; shall sign such instruments with the President or Vice-President as shall be authorized by the Board of Trustees; and shall perform such duties as shall from time to time be fixed by the Board of Trustees. The Secretary or an Assistant Secretary shall mail notice of all meetings of the Board of Trustees, regular and special, to each trustee at the last known address at least twenty (20) days prior to the date of the meeting. In the event of a vacancy in the office of Secretary or Assistant Secretary, the Board of Trustees, by a majority vote of the trustees present at a regular or special meeting, shall elect a successor, who shall serve for the balance of the unexpired term and until a successor is duly elected and qualified. Pending such election of Secretary, the Assistant Secretary, or, if there be more than one Assistant Secretary, the one elected first, shall be Acting Secretary. If there be no Assistant Secretary, the Executive Committee, by a majority vote of the members present at the

meeting, shall appoint an Acting Secretary to serve until the vacancy is filled by the Board of Trustees.

**Section 5. Treasurer.** The Treasurer shall be elected by a majority vote of the trustees present at the Annual Meeting of the Board, and shall hold office for a term of one (1) year and until his or her successor is duly elected and qualified. He or she shall be responsible directly to the President and through the President to the Board of Trustees. Under the authority and supervision of the President, he or she shall take charge of and manage all of the finances of the College and disburse the same. He or she shall have custody of and invest the permanent funds of the College under the direction of the Investment Committee. Under the authority and supervision of the President, he or she shall be charged with the protection and maintenance of the property of the College and shall have general supervision of the College buildings and grounds unless, upon recommendation by the President, another officer is appointed for this purpose by the trustees. In the event of a vacancy in the office of Treasurer, the Board of Trustees, by a majority vote of the trustees present at a regular or special meeting, shall elect a successor, who shall serve for the balance of the unexpired term and until his or her successor is duly elected and qualified. Pending such election, the Assistant Treasurer, or if there be more than one Assistant Treasurer, the one elected first, shall be Acting Treasurer. If there be no Assistant Treasurer, the Executive Committee, by a majority vote of the members present at the meeting, shall appoint an Acting Treasurer to serve until the vacancy is filled by the Board of Trustees.

**Section 6. Assistant Treasurers.** The Board of Trustees, by a majority vote of the trustees present at a regular or special meeting, may appoint one or more Assistant Treasurers, whose duties shall be defined by the Board. The Assistant Treasurer designated by the Board of Trustees shall be authorized to perform the functions of the Treasurer in his or her absence or inability to act. The term of office of each Assistant Treasurer shall be until the election of his or her successor at the next Annual Meeting of the Board, or if no successor be elected, until the adjournment of that meeting.

**Section 7. Chairman of Board.** The Board of Trustees, by a majority vote of the trustees present at the Annual Meeting of the Board, shall elect a Chairman of the Board, who shall hold office for a term of two (2) years, with the option of election to a second term, and until his or her successor is duly elected and qualified. The Chairman's term of office shall commence upon the conclusion of the College Commencement whose date establishes the date of the Annual Meeting and shall end upon the conclusion of the Commencement immediately following the next Annual meeting. The President of the College shall not be elected Chairman of the Board. The Chairman shall preside at all meetings of the Board. In his or her absence from any meeting a Vice-Chairman, in order of election, shall preside, or, if there be no Vice-Chairman, the Board as its first order of business at the meeting and by a majority vote of the trustees present, shall elect a Chairman *pro tempore*, who shall not be the President of the College. The Chairman, Vice-Chairman or Chairman *pro tempore*, as the case may be, presiding at any meeting, shall be entitled to vote as a trustee in the same manner and to the same extent and with the same effect as if he or she were not the presiding officer. By virtue of his office, he or she shall be a member of the Executive Committee and Chairman thereof. He or she shall also be a member of the Finance Committee, the Investment Committee, and the Compensation Committee. In the event

of a vacancy in the office of Chairman, the Board of Trustees, by a majority vote of the Trustees present at the regular or special meeting, shall elect a successor, who shall serve for the balance of the unexpired term and until his or her successor is duly elected and qualified. Pending such election, the Vice-Chairman, if any, shall serve as and be invested with all powers of the Chairman; if there be more than one Vice-Chairman, the one elected first shall act as Chairman.

**Section 8. Vice-Chairman of Board.** The Board of Trustees, by a majority vote of the trustees present at a regular or special meeting, may elect one or more Vice-Chairmen of the Board, who shall hold office until the election of his or her successor(s) at the next Annual Meeting, or if no successor(s) be elected, until the adjournment of that meeting. Any Vice-Chairman shall be a member of the Executive Committee. The President of the College shall not be elected Vice-Chairman of the Board. In the event of vacancy so that there is no one serving in the office of Vice-Chairman, the Board of Trustees, by a majority vote of the Trustees present at the regular or special meeting, may elect at least one person who shall serve for the balance of the unexpired term and until his or her successor is duly elected and qualified.

**Section 9. Removal of Officers other than the President.** The Board of Trustees may remove from office, by a majority vote of the trustees present at a regular or special meeting, any officer of the Board of Trustees and any officer of the College other than the President. The officers subject to being removed under the provisions of this Bylaw shall include but not be limited to the Chairman of the Board, any Vice-Chairman of the Board, the Acting President, any Vice-President, the Secretary and any Assistant Secretary, and the Treasurer and any Assistant Treasurer of the College. The removal of an officer shall terminate any contract fixing the amount of his or her compensation as such officer, and the College shall not thereafter be liable for the payment of any compensation as such to the officer other than that expressly provided for in the employment contract, nor shall the College be liable to such officer in damages for his or her removal.

**Section 10. Employment Contracts.**

(a) Every employment contract of an officer of the College shall provide expressly that all provisions of the Charter and Bylaws of the College, as then in effect or thereafter amended, are made a part thereof by reference and that the contract is subject thereto and is controlled thereby. All employment contracts of officers of the College shall be deemed to have all provisions of the Charter and the Bylaws of the College incorporated in them by reference, even if that is not specifically stated in the contract.

(b) Termination or severance compensation, if any is intended or required, shall be expressly provided for in the employment contract and if none appears it shall be conclusively presumed none has been intended or required, and none shall be owed.

(c) Employment contracts of officers of the College shall be executed by the Chairman of the Board, or by the Vice-Chairman of the Board, or by such other official as the Board of Trustees or the Executive Committee may from time to time designate, and shall be attested to by the Secretary or by an Assistant Secretary.

(d) No trustee, either individually or as trustee, shall be liable for payment of any compensation to any officer. No trustee, either individually or as trustee, shall be liable to any officer in damages for his or her removal.

### **ARTICLE III**

#### **COMMITTEES**

##### **Section 1. Executive Committee.**

(a) The Board of Trustees exercises its responsibility for the overall supervision of the College between meetings of the Board through its Executive Committee, for which staff support is provided by the President of the College. The Chairman of the Board shall be a member of the Executive Committee and Chairman thereof. The President and any Vice-Chairmen of the Board shall be members of the Executive Committee. The Secretary of the College shall be the Secretary of the Executive Committee and shall keep a full record of all of its transactions and proceedings. The Executive Committee shall perform such further functions as shall be specifically delegated or authorized by the Board of Trustees at a regular or special meeting.

(b) The Executive Committee will:

(1) Review regularly the functions and operations of the College;

(2) Review and approve recommendations by the President of the College with respect to the functions and operations of the College;

(3) Carry out the functions of the Board of Trustees between meetings of the Board.

(c) In addition to the President of the College and the Chairman and any Vice-Chairmen of the Board of Trustees, who shall be voting members, the Executive Committee shall consist of trustees who shall be elected at the Annual Meeting of the Board to serve for a term of one (1) year or until their successors are duly elected and qualified. In the event of a vacancy or vacancies in the membership of the Executive Committee, the remaining members of the Executive Committee shall constitute the entire committee and shall serve as such until the next regular or special meeting of the Board, at which time the Board may fill the vacancy or vacancies by election. A member elected to the Executive Committee between Annual Meetings of the Board shall hold office until the next Annual Meeting of the Board and until his successor is duly elected and qualified. A majority of the members of the Executive Committee shall be necessary to constitute a quorum and a majority vote at any meeting at which a quorum is present shall be sufficient to transact any business. The Committee will meet at least three (3) times per year at the call of its Chairman.

## **Section 2. Finance Committee.**

(a) The Board of Trustees exercises its responsibility for the business and financial affairs of the College through its Finance Committee, for which staff support is provided by the Treasurer and the Vice-President who serves as the chief business officer. The Vice-President and the Treasurer inform the Committee of changing conditions which affect the financial welfare of the College and are responsible for the implementation of policies established by the Trustees.

(b) The Finance Committee will:

- (1) Review and recommend the annual operating budget;
- (2) Monitor budget performance during the fiscal year;
- (3) Review and recommend tuition and fee rates as a part of the annual budget;
- (4) Oversee the physical plant; review the appointment of architects, engineers, and other related professionals; and review plans, specifications, and budgets for construction and renovation;
- (5) Review and recommend acquisition or disposal of plant assets;
- (6) Review the financial impact of new or changed academic programs;
- (7) Oversee the conduct of business and financial activities to assure that performance is consistent with generally accepted standards.

(c) The Chairman and members of the Finance Committee are appointed by the Chairman of the Board of Trustees. The committee shall consist of at least five (5) members in addition to the president of the College and the Chairman of the Board of Trustees who shall be voting members. The Committee will meet at least three (3) times per year, at the call of its Chairman. The Committee may establish subcommittees with non-Trustee members as deemed appropriate from time to time.

## **Section 3. Investment Committee.**

(a) The Board of Trustees exercises its responsibility for the permanent funds of the College through its Investment Committee, for which staff supports is provided by the Treasurer and the Vice-President who serves as the chief business officer. The Vice-President and the Treasurer inform the Committee of changing conditions which affect the endowment and other investment assets of the College and are responsible for the implementation of policies established by the Trustees.

**(b)** The Investment Committee will:

- (1)** Secure outside professional investment counsel and communicate with them regarding expectations;
- (2)** Recommend investment policies, including asset allocation, to the Board of Trustees;
- (3)** Select and/or terminate managers in implementing the investment policy and provide specific performance criteria and objectives for each manager;
- (4)** Monitor each manager's performance relative to the objectives set forth in the investment policy, against its peers, and against an appropriate index;
- (5)** Periodically review custodial relationships;
- (6)** Define procedures for controlling and accounting for investment expenses by examining manager fees and/or annual expenses of mutual funds, trading costs, soft dollar costs, custodial charges, consulting and administrative costs and fees, and insure fees for investment management are consistent with agreements and with the law;
- (7)** Avoid conflicts of interest and prohibited transactions;
- (8)** Oversee the conduct of investment and endowment activities to assure that performance is consistent with generally accepted standards.

**(c)** The Chairman and members of the Investment Committee are appointed by the Chairman of the Board of Trustees. All members of the Investment Committee shall also be members of the Finance Committee. The Chairman of the Finance Committee shall assist in the appointment of members by providing the Chairman of the Board of Trustees nominations for Investment Committee Membership. The Committee shall consist of at least four (4) members in addition to the President of the College and the Chairman of the Board of Trustees who shall be voting members.

**(d)** The Committee will meet as often as it deems necessary or appropriate, and at such time and places as the Committee determines, but not less than three (3) times annually.

**Section 4. Audit Committee.**

**(a)** The Board of Trustees exercises its responsibility for the audit of the College and the administration's response to the auditor's management letters through its Audit Committee. The Treasurer shall keep the Committee fully informed with respect to all matters involving the college auditors.



**(b)** The Audit Committee will:

**(1)** Recommend to the Executive Committee or to the Board of Trustees the auditor of the College and compensation for the auditor;

**(2)** Communicate directly with the auditors of the College in all matters pertaining to the college audit;

**(3)** Obtain from the auditors their management letter and management's response thereto;

**(4)** Report to the Executive Committee or to the Board of Trustees on the conduct of business and financial activities of the College to assure that performance is consistent with generally accepted accounting standards.

**(c)** Upon recommendation of the Committee on Trustees, members and a Chairman of the Audit Committee shall be elected by the Board of Trustees to serve for a term of one year or until their successors are duly elected and qualified. The Committee shall consist of at least three (3) members and will meet at least two (2) times each year at the call of its Chairman.

**Section 5. Compensation Committee.**

**(a)** The Board of Trustees exercises its responsibility for evaluation and compensation of the President of the College and review and approval of the President's recommendations on compensation for the Vice Presidents through its Compensation Committee.

**(b)** The Compensation Committee will:

**(1)** Approve all elements of compensation for the President;

**(2)** Establish and administer the process for evaluation of the President;

**(3)** Review a summary of the President's evaluation of the Vice Presidents;

**(4)** Review and approve the President's recommendations for all elements of compensation for the Vice Presidents;

**(5)** Recommend approval of its actions regarding compensation and evaluation of the President to the Executive Committee. The Executive Committee shall make a recommendation to the Board of Trustees for final approval.

(c) In addition to the Chairman of the Board of Trustees, who shall be a voting member, the Compensation Committee shall consist of at least two (2) but no more than four (4) trustees who shall be nominated by the Chairman of the Board and elected at the Annual Meeting of the Board to serve for a term of one (1) year or until their successors are duly elected and qualified. A member elected to the Compensation Committee between Annual Meetings of the Board shall hold office until the next Annual Meeting of the Board and until his successor is duly elected and qualified. The President shall not be a member of the Compensation Committee. The Chairman of the Board of Trustees shall appoint one of the members of the Committee as Chairman. The Committee shall meet at least once per year at the call of its Chairman.

#### **Section 6. Committee on Trustees.**

(a) The Committee on Trustees shall consist of a minimum of five (5) members elected by the Board of Trustees at the Annual Meeting with the Executive Committee serving as nominating committee for the Committee on Trustees and its Chairman. Membership of the Committee on Trustees shall be rotated among Board members.

(b) The Committee will:

(1) Annually nominate for election the officers of the Board, officers of the College and those members of standing committees of the Board (except for the Committee on Trustees and the Compensation Committee) who are to be elected by the Board;

(2) Annually nominate Trustees for election or re-election to three-year terms;

(3) Nominate candidates for election as Trustee Emeritus or Honorary Trustee;

(4) Oversee orientation programs for newly elected trustees.

(c) The Committee will meet at least two (2) times per year at the call of its Chairman.

#### **Section 7. Education Committee.**

(a) Subject to the duties, obligations, and powers of the Board of Trustees as set forth in the Charter and in these Bylaws, the Board has entrusted and charged the Faculty with responsibility for the academic programs of the College. It is the Board's responsibility to assure that the educational program is consistent with the charter of the College and that high academic standards are maintained. This responsibility is exercised through its Education Committee, for which staff support is provided by the Vice-President who serves as the chief academic officer. The Vice-President informs the Committee of educational issues which affect the character and quality of the academic programs at Rollins, and is responsible for their administration.

**(b)** The Education Committee will:

**(1)** Review and recommend to the Board new degree programs and the elimination of degree programs;

**(2)** Review and recommend to the Board candidates for tenure and for promotion to full professor;

**(3)** Review and recommend to the Board candidates for emeritus rank;

**(4)** Meet periodically with faculty, students, overseers, and outside experts to inform itself of educational developments at the College;

**(5)** Report its findings at each meeting of the Board of Trustees, periodically to the Executive Committee;

**(6)** Arrange for programs and activities which will inform Trustees of educational developments at the College;

**(7)** Assure and protect academic freedom.

**(c)** The Chairman and members of the Education Committee are appointed by the Chairman of the Board of Trustees. The Committee shall consist of at least four members, and will meet at least three times each year at the call of its Chairman. The Committee may establish sub-committees with non-Trustee members as deemed appropriate from time to time.

**Section 8. Student Life Committee.**

**(a)** The Student Life Committee oversees the College's goal of providing a safe and healthy campus environment that promotes students' well-being and academic success through its Student Life Committee, for which staff support is provided by the Vice-President who serves as the chief student affairs officer. The Vice-President informs the Committee of issues which affect the character and quality of student life at Rollins, and is responsible for administration of non-academic programs.

**(b)** The Student Life Committee will:

**(1)** Educate and advise the Board of Trustees on emerging issues in student life;

**(2)** Offer guidance on policies and practices in, but not limited to, the following areas:

- Enrollment, retention, and financial aid;
- Housing, dining, and social facilities;

- Co-curricular activities;
- Athletics;
- Greek System;
- Campus safety and security;
- Career services;
- Health and counseling services.

(c) The Chairman and members of the Student Life Committee are appointed by the Chairman of the Board of Trustees. The Committee shall consist of at least four (4) members, and will meet at least three (3) times each year at the call of its Chairman. The Committee may establish sub-committees with non-Trustee members as deemed appropriate from time to time.

### **Section 9. Development and Alumni Relations Committee.**

(a) The Board of Trustees exercises responsibility for the oversight of private financial support of the College through its Development and Alumni Relations Committee, for which staff support is provided by the Vice-President who serves as the chief advancement officer. The Committee operates in three areas: annual gifts for current operations, capital gifts, and deferred gifts and bequests. The Vice-President generates plans for action and is responsible for the implementation of programs approved and adopted by the Board of Trustees or the Executive Committee.

(b) The Development and Alumni Relations Committee will:

- (1) Review regularly the financial needs of the College;
- (2) Review and recommend to the Board plans and programs for raising the funds necessary to meet these needs;
- (3) Review and recommend to the Board the annual fund-raising goals;
- (4) Review and recommend to the Board the annual goal for Trustee giving, and participate in their solicitation;
- (5) Review regularly prospects for giving and participate in their cultivation;
- (6) Foster an atmosphere of awareness and concern among the constituencies of the College and the general public.

(c) The Chairman and members of the Development and Alumni Relations Committee are appointed by the Chairman of the Board of Trustees. The Committee shall consist of at least four (4) members, and will meet at least three (3) times each year at the

call of its Chairman. The Committee may establish sub-committees with non-Trustee members as deemed appropriate from time to time.

#### **Section 10. Special Committees.**

(a) The Chairman of the Board shall have authority at any time to appoint such special committees of a temporary nature as shall from time to time be deemed advisable.

(b) The duties of special committees shall be specifically defined at the time of appointment.

(c) The term of office or existence of any such committee shall be defined at the time of appointment, and the Chairman of the Board shall either appoint a committee chair or direct that the special committee choose one of its number to serve in that capacity.

#### **Section 11. Meetings of Committees.**

(a) All committees, including the Executive Committee, may act through correspondence, by telephone communication between the members, or by videoconference technology, as well as in meetings assembled; provided, however, that correspondence shall be preserved and made a part of the records of such committee and the permanent records of the College, and a written record of all conference telephone calls or videoconferences shall be kept showing the persons participating and the action taken.

### **ARTICLE IV**

#### **FACULTY**

**Appointment, Powers and Duties.** The faculty of Rollins College shall consist of the President, the professors, and such other employees as may from time to time be designated by the Board of Trustees or the Executive Committee. Subject to the duties, obligations, and powers of the Board of Trustees as set forth in the College Charter and in these Bylaws, the faculty shall be entrusted and charged with all matters pertaining to the order, instruction, and academic discipline of the College, and shall have primary responsibility for the content, quality, and effectiveness of the curriculum of the College. Subject to the regulations of the Board of Trustees the faculty shall prescribe the qualifications of admission, the textbooks to be used, the hours for study, recreation, and attendance upon the exercises of the College, the standard of scholarship, and the attainments requisite for graduation; it shall nominate and recommend to the Board of Trustees candidates for all degrees in course, and for all other diplomas to be issued upon the honorable completion of courses of study, and all such diplomas or certificates of degrees shall be signed by the President or Secretary; and shall fix the College calendar. The faculty shall make and preserve full records of its proceedings, and may adopt for its own government such principles and bylaws as shall seem desirable to promote efficiency and

facilitate its work; provided, however, that all such bylaws and principles shall be subject to the rules and regulations and requirements set out by the Board of Trustees or from time to time changed by such Board; and provided further that such bylaws and principles set forth by the faculty shall not be in violation of the Constitution or Bylaws of this Corporation or any law of the State of Florida. The records of the faculty and its meetings shall always be open for the inspection of any trustee; and all of its acts shall be subject to approval or revision by the Board. Full professors shall be elected by the Board of Trustees on recommendation of the President, but all other teachers and employees may be appointed by the President, and their compensation fixed by the President subject to such limitations as may be imposed by the Board of Trustees.

## **ARTICLE V**

### **MISCELLANEOUS PROVISIONS**

#### **Section 1. Execution of Instruments.**

**(a)** Legal documents given in the name of, or to which the College is a party, shall be executed by the President or the Treasurer, whose name shall be attested to by the Secretary or any Assistant Secretary, or by such other College officials as may be designated from time to time by a duly adopted Resolution of the Board of Trustees or the Executive Committee.

**(b)** The College shall have a common seal which may be imprinted upon each legal document by the Secretary or any Assistant Secretary.

**(c)** The following legal documents shall be ratified or approved by the Board of Trustees or the Executive Committee and shall be executed pursuant to authority granted by a duly adopted Resolution of the Board of Trustees or the Executive Committee:

**(1)** Instruments pertaining to the purchase, sale, or transfer of real property;

**(2)** Instruments of indebtedness of the College, such as but not limited to notes, bonds, guarantees, pledges, including loan agreements, mortgages, and other security instruments, but exclusive of operating leases;

**(3)** Legal documents relating to matters outside the normal course of the College's business.

**(d)** All other legal documents may be executed and delivered without the ratification or approval of the Board of Trustees or Executive Committee, and third parties may rely on the authority granted to officers under paragraph (a) without further inquiry.

**Section 2. Amendments.** These Bylaws, or any provision thereof, may be amended at any regular or special meeting of the Board of Trustees by a majority vote of the

entire Board, provided that notice of the meeting shall contain a copy of the proposed amendment or amendments. The amendment ultimately made need not be in the exact form in which it was sent to each trustee as above provided, but must deal with the same subject matter.

### **Section 3. Precedence of Governing Documents.**

**(a)** The Charter is the foundational document of the College and neither these Bylaws nor any subordinate governing document can supersede the Charter. In the event of any conflict between the Charter and a provision of these Bylaws, subordinate Bylaws, a policy, any subordinate governing document, or other written rule or regulation, the Charter will control.

**(b)** These Bylaws take precedence over all the College's governing documents except the Charter, including, without limitation, the Bylaws of All the Faculty of Rollins College, the Bylaws of the Faculty of Arts and Sciences, the Bylaws of the Faculty of the College of Professional Studies, the Bylaws of the Faculty of the Roy E. Crummer Graduate School of Business, and any other subordinate bylaws which may exist now or in the future. In the event of any conflict between a provision of these Bylaws and a provision of the subordinate Bylaws, a policy, any subordinate governing document, or other written rule or regulation, these Bylaws will control.

**(c)** The Bylaws of All the Faculty of Rollins College take precedence over all the College's governing documents except the Charter and these Bylaws, including, without limitation, the Bylaws of the Faculty of Arts and Sciences, the Bylaws of the Faculty of the College of Professional Studies, the Bylaws of the Faculty of the Roy E. Crummer Graduate School of Business, and any other subordinate bylaws which may exist now or in the future. In the event of any conflict between a provision of the Bylaws of All the Faculty of Rollins College and a provision of the Bylaws subordinate to it, the Bylaws of All the Faculty of Rollins College will control.

**(d)** The Bylaws of the Faculty of Arts and Sciences, the Bylaws of the Faculty of the College of Professional Studies, and the Bylaws of the Faculty of the Roy E. Crummer Graduate School of Business are of co-equal status and none supersede the others.

**Section 4. Interpretation.** The Board of Trustees is the final authority on the interpretation of the provisions of the Charter, of these Bylaws, and of all subordinate governing documents of the College. The Board of Trustees shall pass on any issues of interpretation in its own sound discretion, taking into consideration such advice as it deems appropriate to consider.