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Minutes, Executive Committee Meeting, Tuesday, December 6, 2022

College of Liberal Arts Executive Committee

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EXECUTIVE COMMITTEE MEETING

Tuesday, December 6, 2022
Woolson House 4:00-5:15pm

Present

Rosana Diaz-Zambrana, Hannah Ewing, Todd French, Kevin Griffin, Emmanuel Kodzi, Jana Mathews, Daniel Myers, Anne Murdaugh, Emily Russell

Call to Order

Jana Mathews called the meeting to order at 4:03 PM.

Meeting Context

This meeting was convened for 2 reasons:

- a) *To complete the discussion from the December 1 EC Meeting and finalize recommendations about the Dean Search Process. There was the need to complete this work and provide recommendations to the Provost ahead of the final faculty meeting on December 7, where the Provost was expected to outline the search process.*
- b) *To discuss the Budget updates provided by the VP of Business and Finance*

Motion to go into committee of the whole by Ewing, second by French. After a sense of direction had emerged the meeting returned to the regular format for specific motions to be made and voted on.

Budget Conversation

The general sentiment was that reports from Ed Kania were useful to the extent that it provided information. For example, the information about the relationship between student numbers and tuition and discount rate was helpful for understanding some of the administrative challenges; and it might be useful to bring all faculty to a similar understanding. However, these briefings were not designed to provide clear opportunities for input in the prioritization of budgetary lines. The briefings were instituted on a trial basis by the President, and it is appropriate in this assessment to note that while it is more than what EC had in the past, it is much less than what EC had envisaged in terms of participation. There were suggestions about having the CLA Dean serve as a member of Cabinet to add academic weight to the budget discussions. There were suggestions about creating an institutional dashboard with important an agreed set of metrics as indicators of our priorities and financial health. The consensus was that in place of the previous Finance and Services Committee (see Appendix), we could have a team working for about 3 months to come up with appropriate metrics for a dashboard. Updates to faculty or EC would be made based on this dashboard. The included metrics may vary going forward as strategic institutional interests change.

MOTION to propose the creation of an institutional financial dashboard under the direction of a faculty team that will research and request specific metrics to be included in the dashboard.
Moved by Mathews, second by Kodzi; ***Motion passed.***

MOTION to propose the inclusion of the Dean of CLA Faculty in the President's Cabinet.
Moved by Mathews, second by Myers; ***Motion passed.***

Dean Position Terms and Hiring Process

Based on the December 1 EC meeting, the following recommendations had already been voted on:

1. Recommend to the Provost a single Dean of the CLA faculty. *Passed 8-0.*
2. Recommend to the Provost an internal search. *Passed 7-1.*
3. Recommend to the Provost that the position have a fixed term of 5-7 years. *Failed 1-7.*

Therefore, discussions began from the term of the CLA Dean, and continued through recommendations about the process. In terms of process, the committee referenced best practices from FIU and Yale, as well as a conversation with a former Dean. There was discussion about transparency of process and a public portion of the process for legitimacy, while including blind reviews of responses to behavioral questions as well.

MOTION to propose a 5-year term for the Dean of CLA Faculty with the option to reapply for another 5 years. Moved by Russell, second by Ewing; ***Motion passed 7-1.***

MOTION to propose a 3-year term for Associate Deans with the option of a 2-year extension if the individuals can make a specific case for why the 2 extra years are needed to see a project or initiative through to completion. Moved by Russell, second by Ewing; ***Motion passed 7-1.***

MOTION to propose the inclusion of a public component for the hiring process of the Dean of CLA Faculty. Moved by Ewing, second by Myers; ***Motion passed 6-2.***

The full set of recommendations is included in the Appendix.

Adjournment

French moved to adjourn, seconded by Myers. Meeting adjourned at 5:13 PM.

Appendix

Recommendations by EC to the Provost regarding the Dean Search and Process

1. Recommend to the Provost a single Dean of CLA Faculty.
2. Recommend to the Provost an internal search for the Dean of CLA Faculty.
3. Recommend to the Provost that the Dean of CLA Faculty position have a 5-year term with the option to reapply in an open application process
4. Recommend to the Provost that Dean of CLA Faculty serve alongside the Provost on Cabinet.
5. Recommend to the Provost that the Associate Dean positions be 3-year rotating positions with the option to extend for 2 additional years *if* the individuals can make a specific case for why the 2 extra years are needed to see a project or initiative through to completion.
6. Recommend to the Provost that Dean of CLA Faculty hiring process include a public component.

Hiring Process Recommendations (*in line with best practices*)

- A. encourage nominations and self-nominations
- B. publish the position description; the names and titles of search committee members; hip the search timeline and process
- C. require DEI and anti-bias training for search committee members
- D. require confidentiality of the search committee
- E. establish clear rules of engagement for committee meetings and interviews, including asking the same set of questions to all candidates
- F. have the search committee offer strengths and weaknesses of all finalists

In addition to these suggestions, which may already be in place:

- I. We suggest that the application consist of a letter of interest, cv, and written responses to a set of behavioral interview questions. We recommend that the entire committee's review and analysis of the behavioral responses be blind.
- II. Regarding when and how it is most appropriate to stage the public component of the search process, we leave it to the discretion of the search committee. We believe a public component (*ex. a 10-minute "this is my vision for the role" followed up by a Q&A*) will buttress the legitimacy of the process and promote inclusivity, engagement, and transparency. We also recommend inviting faculty (and other constituents) to submit written feedback on "campus visits" to the search committee for review.

2012 Bylaws

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, 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.

Current Bylaws:

Section 2. Authority of the Faculty of the College of Liberal Arts

As stipulated in the College Bylaws (Article IV), the jurisdiction of the faculty lies in “all matters pertaining to the order, instruction, and academic discipline of the College, and . . . primary responsibility for the content, quality, and effectiveness of the curriculum of the College.”

All recommendations falling within this jurisdiction become policy when approved by the faculty. All such 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.