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4-13-2023

### Minutes, Executive Committee Meeting, Thursday, April 13, 2023

College of Liberal Arts Executive Committee

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EC Agenda  
April 13, 2023  
12:30-1:45pm Woolson House

- I. Approval of April 6, 2023 Minutes
  
  - II. Business
    - a. Approval of Revised FEC Slate
    - b. Overview of Holt Strategic Planning (8 minutes)
    - c. Holt HSL Name Change Proposal
    - d. Holt General Education Proposal
    - e. Holt Transfer Credit Policy
- 1:30pm
- f. SPOT
  - g. Target of Opportunity Hire Proposal

## Executive Committee Meeting Minutes April 13, 2023

### **Present**

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Amy Armenia, Don Davison, Rosana Diaz-Zambrana, Hannah Ewing, Todd French, Kevin Griffin, Emmanuel Kodzi, Jana Mathews, Anne Murdaugh, Nancy Niles, Rob Sanders, Emily Russell

Guests: Doragnes Bradshaw, Brian Barilone, David Painter

### **Call to Order**

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Mathews called the meeting to order at 12:28 PM.

### **Approval of April 6, 2023 EC Meeting Minutes**

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Mathews asked for a motion to approve the minutes from the April 6 meeting. Moved by Russell, second by French. *Motion passed.*

### BUSINESS

### **Approval of Revised FEC Slate**

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Nominee for FEC slate – Patricia Tome. Motion to approve revised FEC slate. *Motion passed.*

### **Overview of Holt Strategic Planning**

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Robert Sanders, *Dean of Hamilton Holt School*: Referred to slides sent ahead of meeting, which were also presented to the BoT. Strategy team led by Eric Spiegel was commissioned to do a business analysis of the Holt School, with the intent of achieving sustainable revenue growth. The decline of revenue jeopardizes both Holt and CLA programs. The analysis suggested 3 possible options for Holt (I. the Status quo, II. an Optimized Model, and III. a Fully Competitive Model). Option II was selected. Selecting Option II necessitates changes to how Holt operates. Further discussions have culminated in a charge by the President and Provost to reimagine how Holt organizes itself.

Emily Russell, *Chair of CC*: There have been many conversations by the Curriculum Committee about Holt. The following changes presented to EC have been approved by CC:

### **Proposal to rename Holt HSL**

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Motion to change program name from “Health Services Leadership” to “Healthcare Management” to represent a broader scope of what students look out for in healthcare-related programs. Moved by Niles, second by French.

Question about how including “Management” in name will affect AACSB accreditation; Be prepared to clarify that this is not part of the Business program.

*Motion passed.*

### **Proposal to implement changes in the Holt General Education requirements**

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David Painter, *Representative of the Master of Arts in Strategic Communication*: Doing nothing will almost certainly terminate the Holt program, which is a valuable service reaching a population different from the typical CLA student. Transfer students should have a clear path for having general education credits approved instead of navigating idiosyncratic terminology.

Motion to approve changes in the Holt General Education as circulated. Moved by Russell, second by Niles. *Rationale*: The proposed changes are independent curricular changes for the adult learner population specific to the Holt School. They are intended to provide greater access to a wider array

of liberal arts disciplines for Holt students. These proposed changes are not intended to add additional responsibilities for Holt general education course requirements to the course loads of CLA faculty and/or require CLA departments to offer additional on-load courses to accommodate completion of Holt general education requirements.

*Discussion:*

Q: For the social sciences, it is unclear whether provision has been made for the international dimensions of general education.

A: The requirements are structured differently, but with a distribution model appropriate for a large transfer population; global citizenship is important but will be discussed later.

Vote on Motion to approve changes in the Holt General Education as circulated. ***Motion passed.***

### **Proposal to approve Holt Transfer Credit Policy**

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Emily Russell, *Chair of CC*: This policy came to CC thrice. Clarifications were needed in terms of what it means to address military student needs, for example. Motion to pass revised transfer policy as circulated. Moved by Russell, second by Niles.

*Discussion:*

Framing in circulated document is about the needs of adult learners who have taken more circuitous paths in their education; credit to be offered for IT or military training; other exceptions to transfer credits for CLA (e.g. not from Full Sail) remain in effect.

Vote on Motion to accept the transfer credit policy as circulated. ***Motion passed.***

### **Comments on the Holt Program Changes**

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Emily Russell, *Chair of CC*: Proposed that the full version of these comments be read into the minutes of the CLA meeting. Existing structure of shared governance is not working between CLA and Holt. However, there are people deeply invested in the success of Holt and may disagree with those who believe the “CLA at night” model is the most appropriate for Holt. The staffing model changed in 2020, where full time faculty in CLA only serve Holt Programs in an adjunct role. So, when external consultants recommend creating new programs, what would be the process if we don’t have people to work on these new programs as invested Rollins faculty? It is difficult to consider Holt in the governance agenda given that we need constant education about the needs of adult learners. Should Holt be autonomous? But then, faculty are charged with maintaining the quality of education. So, who are the appropriate stakeholders to oversee the change to a hybrid model that Holt is currently pursuing, for example? Transparent mechanisms are needed to shepherd these changes and have more structured discussions with stakeholders – a committee will be formed, and work will start in May.

Motion to endorse comments by Russell. Moved by French, second by Niles. ***Motion passed.*** Holt discussion will be part of the May CLA Faculty meeting.

### **Review of edits to SPOT Model**

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Todd French, *Chair of FAC*: Motion to change language from the previous version. Moved by French, second by Russell. These are minor changes.

**Question 1** – Toni Holdbrook (*Assistant Provost for Institutional Effectiveness and SACSCOC Liaison*) had provided guidance informing the revised categories of “less than 7.5 hours”, “about 7.5 hours”, and “more than 7.5 hours”. Two issues arose about (a) whether the question is solely for accreditation purposes or whether we derive useful information for faculty needs; and (b) the observation that these categories are not appropriate for 2-credit or 6-credit courses.

Consider the possibility of returning to a continuous scale between 0 and 10; or incorporating a slider between 1 and 15.

Consensus to adopt an ordinal scale: **0-2, 3-5, 6-8, 9-11, 12 or more**, which could still yield a mean and median.

Vote to adopt an ordinal scale as described above. ***Motion passed.***

Questions 4 and 6: Confirmed these will have a randomized drop-down menu.

Questions 8-12. Eliminate double-barreled questions while maintaining simplicity of new model.

**Question 8** – The professor helped me to understand complex **concepts/materials** ~~and accomplish course goals.~~

**Question 11** – The course enhanced my ability to **think critically** ~~evaluate information and form conclusions.~~

Vote to change the phrasing of Qu8 and Qu11 as described above. ***Motion passed.***

Comment: Harris plans to motion to replace Qu8-12 with existing CIE questions to preserve the value of longitudinal data on those items.

Decision to split the SPOT model into two sections, vote on the first section, then vote on whether to uphold the motion from Harris to replace the second part.

In terms of making a case for SPOT, we include in the rationale, language that recognizes previous recommendations from the White Paper and the Diversity Council response to that document, as well as analysis from Institutional Research.

### **Target of Opportunity Hires Proposal**

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Motion to move into committee of the whole by Russell, second by Ewing. Motion passed.

Discussion of the proposal and about scheduling its presentation to the CLA Faculty.

Motion to move out of committee of the whole by French, second by Griffin. Motion passed.

Motion to bring proposal to approve Target of Opportunity hires to the CLA Faculty meeting.

Moved by Mathews, second by French. ***Motion passed.***

Motion to adjourn by Diaz-Zambrana, second by French.

Meeting adjourned at 1:44