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The College of Liberal Arts Faculty Minutes

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1-26-2023

### Minutes, College of Liberal Arts Faculty Meeting, Thursday, January 26, 2023

College of Liberal Arts Faculty, Rollins College

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Minutes of the Regular Meeting of the Faculty of the College of Liberal Arts  
January 26, 2023 at 12:30pm  
Rice Family Pavilion

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**Presiding:** Jana Mathews, *President of the CLA Faculty*

**Recording Minutes:** Emmanuel Kodzi, *Vice-President of the CLA Faculty / Secretary*

**Moderating:** Anne Murdaugh, *Parliamentarian*

**Members in attendance:** 012623 (76 members signed in)

Al-Haddad, Althuis, Anderson, Armenia, Balzac, Barnes, Bernal, Boniface, Brady, Brannock, Brown, Caban, Cannady, Cook, Cornwell, Coyle, Cummings, Davidson, Diaz-Zambrana, Elva, Fetscherin, Fonseca Douguet, Forsythe, French, Fuse C., Fuse M., Gammar, Gerchman, Greenberg, Griffin, Guerrier, Gunter, Heileman, Hewit, KC, Kiefer, Kistler, Kodzi, Lines, Littler, Luchner, Mathews, McClure, McLaren, McLaughlin, Mesbah, Miller, Montgomery, Moore, Mswaka, Murdaugh, Musgrave, Myers, Newcomb, Painter, Robertson, Robinson, Rodriguez, Roos, Russell, Sardy, Savala, Schoen, Simmons, Singer, Smaw, Stephenson P., Stone, Summet, Sutherland, Svitavsky, Tanner, Tillmann, Trauschke, Walton, Winter, Yu.

**Guests:** Karla Knight; Janette Smith; Adeline Davis, Stephanie Henning, Nancy Chick, Student Government.

**CLA Bylaws:** Those eligible to vote in CLA: all full-time faculty, including artists-in-residence, visiting appointments, lecturers, and instructors.

**Quorum:** We are at 205 voting faculty in Spring 2023; thus **69** present meets quorum (73 voting 012623) *Questions & Comments are **not** annotated by name, in line with abbreviated Roberts Rules*

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Meeting called to order at 12:34pm.

Welcome by Jana Mathews, *President of the CLA Faculty*. Minutes to be approved later with no quorum at the beginning of the meeting.

**I. Announcements**

1. Faculty Day of Scholarship

To take place on 1/27/23. All encouraged to participate.

2. Faculty Load Sheets

Amy Armenia, *Interim Dean of Advising*: load sheets will now be completed by faculty via Foxlink. Karla Knight has created a new model and will provide instructions about how to approve load sheets through Foxlink.

3. Mellon ACS Academic Leadership Fellow. Eric Smaw was acknowledged and congratulated for winning the ACS Fellowship. He will have an administrative role in the Office of the Provost.
4. Faculty Governance Election Season
  - i. Nominations for Division representatives and At-large positions will be taken in February with voting in early March.
  - ii. CLA President position will also be open. Faculty governance is a lot of work but comprises some of the most valuable and professional experiences we can have on campus. Faculty encouraged to start imagining themselves in that role; and to speak with others who have previously served in this way.

## II. Faculty Governance Committee Reports

### 1. Faculty Affairs Committee (FAC)

Todd French, *Chair of FAC*: Work on revised CIEs ongoing; departments to provide feedback for the process. FAC members administered different versions of CIEs and are now comparing the results. Future reports will address questions about accommodations and accessibility.

### 2. Curriculum Committee (CC)

Emily Russel, *Chair of CC*: Committee met to approve changes to the Business catalogue for Category A and B electives. Reviewing of DEI competency in progress. The SDG steering committee will meet with CC in March to share progress on their plans for anything involving curriculum. The deadline for catalog changes to majors or minors is Jan 31.

### 3. Executive Committee (EC)

Mathews, *President of the CLA Faculty*: Committee returning to the faculty hiring process, this time working on a Bylaws change proposal that will allow for target of opportunity hires. Other work includes revisiting the 128 credit hours discussion and the course cap guidelines.

## III. Approval of Minutes from November 17, 2022 CLA Faculty Meeting:

1. Mathews, *President of the CLA Faculty*, asked for any changes to the minutes as circulated; none being proffered. Proposed by Walter Mswaka, second by Susan Montgomery.
2. Mathews asked for approval of the minutes from the November 17 CLA faculty meeting, voting *via clickers*: 61 yes votes, 3 no votes, and 5 abstentions; ***Motion passed.***

## IV. Approval of Minutes from December 7, 2022 CLA Faculty Meeting:

1. Mathews, *President of the CLA Faculty*, asked for any changes to the minutes as circulated; request to amend minutes to reflect that it was pointed out that there was not a clear consensus for an internal only search for a new Dean; minutes duly amended. Proposed by Lee Lines, second by Missy Barnes.

2. Mathews asked for approval of the minutes from the December 7 CLA faculty meeting, voting *via clickers*: 59 yes votes, 3 no votes, and 8 abstentions; ***Motion passed.***

## NEW BUSINESS

### V. Bylaws change proposal to revise Olin Library Faculty hiring process

1. Rene Tanner, *Head of Research Services & Science Librarian* and Bill Svitavsky, *Access Services Librarian*: Motion to approve bylaws change to revise hiring process; second by Hannah Ewing. ***Rationale*** – there was need for an emergency measure to hire a librarian without faculty rank when an important staff member left the College. The hiring cycle for librarians does not match the EC oversight process and may result in costly delays. The budget for librarians is separate and will not affect CLA lines. This bylaw change allows the process to revert to what it was years ago.
2. Discussion: Support of the motion since the current system is inconsistent with the 12-month cycle of librarian appointments.
3. Mathews asked for vote on the motion to revise Olin Library hiring process, *via clickers*: 67 yes votes, 4 no votes, and 1 abstention; ***Motion passed.***

### VI. Discussion and vote on EC's recommendations for the Dean of CLA Faculty position and search process

1. Jana Mathews, *President of CLA Faculty*: Purpose is to continue the conversation from December about EC's recommendations to the Provost. Recommendations are in 3 categories and are the result of a lengthy process last Fall involving colloquia, town hall meetings, one-on-one discussions, and a survey. Some issues were clear cut, but there was no consensus on the question about whether EC should recommend an internal or a national search. The goal of this discussion is to allow for additional faculty feedback and a vote so that the Provost and President can receive the EC recommendations with firsthand information about preferences of the larger faculty.
2. RECOMMENDATION 1: EC recommends to the Provost a single Dean of CLA Faculty who serves alongside the Provost on the President's Cabinet. ***Rationale*** - CLA is the largest division at Rollins based on numbers of students and faculty. We want a seat at the table; this would signal attentiveness to our desire to have a true faculty advocate
  - a. Motion by Mathews on behalf of EC; second by Yuddit Greenberg.
  - b. Discussion: Clear hierarchy needed in the Dean's office. Go back to original structure. Alternative models include single Dean, multiple deans, combined provost/dean etc. – preference is for a single Dean.
  - c. Mathews asked for vote to support Recommendation 1, voting *via clickers*: 63 yes votes, 5 no votes, and 2 abstentions; ***Motion passed.***
3. RECOMMENDATION 2: EC recommends to the Provost an internal search for the Dean of CLA Faculty; EC recommends 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. ***Rationale*** – this recommendation will allow the faculty to build a bench of people who

have served in administration and who can strengthen the faculty after their term in the administrative role. We are not in a state of conflict, needing an outside mediator. EC emphasizes the principle of shared governance. This principle also suggests that the Dean must have demonstrated that they are an advocate for the faculty and are committed to representing the faculty; candidates who know us will be more aligned with faculty.

The included term limits follow the process for endowed chairs. If the Dean does well the person can continue, but we also have the opportunity for people to rotate in after 5 years, consistent with our goal to build the bench.

- a. Motion by Mathews on behalf of EC; second by second by Lee Lines.
  - b. Discussion: Clarification – if we have a national search, we cannot have term limits. | What is so special about our faculty that we would want an internal search instead of national? EC believes we have enough leaders in the room who are qualified to do an internal search. It is also possible to have an internal Dean in Crummer or Holt. | Rationale for 5-year term understood; is there room for imposing an upper limit? | How many of our aspirant schools have an internal dean? | The recommendation is for this current cycle; can this conversation be revisited in 5 years? | Practical issue – if we don't go with a national search, the position will not be filled in 2023/24 and we will have 2 deans who are overworked; go with an internal dean at this time because this decision does not bind us forever. | Plan A and Plan B in place for academic affairs, so we can just focus on question. The goal is to have the right person accept this role, and if we need a national search then we will figure out a way to get the work done in the meantime. | Comment in favor of internal dean – that will make faculty feel advocated for; there was a lot of contention previously when external people didn't seem to care for us but used the position as a springboard for their own development. | Entirely possible to have an external person to do very well; it will be fine either way. | Suggestion – have a 10-year limit for the maximum time a person can serve | College-wide strategic initiatives ongoing. An external person has not been part of these conversations. For practical purposes, internal people are up to speed with these conversations.
  - c. Mathews asked for vote to support Recommendation 2, voting *via clickers*: 48 yes votes, 20 no votes, and 4 abstentions; ***Motion passed.***
4. RECOMMENDATION 3. EC recommends to the Provost that the newly hired CLA Dean be empowered to actively participate in constructing a leadership team structure that best serves the needs of the College. However, EC's recommends 3-year rotating terms for Associate Dean 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.
- a. Motion by Mathews on behalf of EC; second by Eric Smaw.
  - b. Discussion: Friendly amendment – stipulate that we have no more than 2 associate deans, so we don't gut whole departments. | EC has been vocal about the structure, but we want to balance it with the number of faculty directors; we would like to have some duties in academic programs returned to the faculty. | Is EC envisaging that the leadership team will cycle together? The hope is that they will not all cycle off at the same time | After 3 years, how will the decision be

made whether someone is able to extend the term or not? There must be mutual agreement between the individual and the supervisor – no one can be forced to stay longer than their initial term.

- c. Mathews asked for vote to support Recommendation 3, voting *via clickers*: 56 yes votes, 9 no votes, and 4 abstentions; ***Motion passed***

Mathews: Motion to adjourn, moved by Emily Russell, second by Susan Montgomery.  
CLA Faculty Meeting adjourned at 1:23pm

## APPENDIX

### **Proposed CLA Bylaws Revision regarding faculty line allocation for Olin Library**

#### **Rationale:**

Library faculty at Olin Library serves all members of the Rollins academic community including CLA, Crummer, and Holt School. In 2016, when the current CLA Bylaws were adopted, a new procedure was established that required the Executive Committee to review and recommend all department proposals for faculty lines including positions from Olin Library. In practice, however, this change presented major challenges in the recruitment of librarians at Rollins. Since librarians work on a 12-month contract that is different from other CLA faculty, waiting until the annual position review cycle in the spring has prolonged the position vacancies, potentially jeopardized the college's academic accreditation, and negatively impacted library services to all faculty and students in recent years. We propose to restore the previous position request procedures so that we will have the necessary flexibility and can continue to be an integral part of faculty teaching and student learning at Rollins.

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

The Executive Committee of the Faculty has primary responsibility for the interpretation and annual review of the Bylaws of the Faculty of the College of Liberal Arts. The Committee sets the agenda for meetings of the Faculty. The Committee refers business to the appropriate standing committees; creates ad hoc committees; reviews proposed committee legislation and brings appropriate approved legislation to the Faculty or returns it to committee; and acts for the Faculty when a quorum cannot be assembled.

The Committee provides consultation, advice, and recommendations on matters such as existing programs, accreditations, resource needs (including new faculty), future directions, new academic programs, and new initiatives. **The Executive Committee of the Faculty makes recommendations to the Dean of the Faculty, the Director of the Library, and the Provost about faculty positions. In the case of an Olin faculty member's departure, the Director of the Library may make Olin faculty position requests outside of the standard review calendar.**

The Committee hears appeals of decisions by faculty governance committees, excluding those pertaining to promotion and tenure, grievances, and student appeals. The Committee reviews the charge and faculty membership of all advisory and All-College committees, including administrative search committees and meetings with the Board of Trustees.

## **Executive Committee's Recommendations for the Dean of CLA Position and Search Process**

### **Overview:**

In December 2022, the Executive Committee made recommendations to the Provost about the Dean of CLA position and search process. These recommendations were informed by feedback collected from conversations staged in division meetings, Curriculum Committee meetings, Faculty Affairs Committee meetings, small group meetings, an anonymous feedback form, and a Qualtrics survey (see attached). This semester-long process involved vigorous deliberations by the Executive Committee based on inputs from all these constituencies. The EC's recommendations to the Provost fall into three thematic categories and we plan to discuss and vote on each category separately (motions to amend language from the floor are, of course, permitted). We believe presenting the recommendations in this way will allow us to best focus our discussion and voice on the substantive issues related to the upcoming search.

### **1. Role of the CLA Dean**

-We recommend a single Dean of the CLA faculty.

-We recommend that the CLA Dean serve on the President's Cabinet.

### **2. Search Process**

-We recommend that the CLA Dean be selected from an internal search process.

-We recommend that the CLA Dean's term be 5 years with the option to reapply in an open application process.

### **3. Composition of the Dean's Suite**

-We recommend empowering the newly hired CLA Dean to be actively involved in constructing a leadership team structure that best serves the needs of the college. With that being said, we believe that associate dean positions should be 3-year rotating positions with the option to extend for 2 additional years.