

## **ROLLINS COLLEGE**

### **THE FACULTY OF THE COLLEGE OF PROFESSIONAL STUDIES**

#### **BYLAWS**

*The vision of the College of Professional Studies is to be a national and international leader in the application of the principles and values of pragmatic liberal education to the preparation of competent & caring professionals.*

*The mission of the College of Professional Studies is to educate students for responsible leadership, global citizenship, social responsibility, and environmental stewardship in their lives and in the practice of their professions. We accomplish this mission by focusing on excellence in teaching, diverse learning experiences, innovative scholarship, community service, and student achievement of the liberal learning outcomes recommended by the American Association of Colleges & Universities (AAC&U).*

#### **ARTICLE I**

##### **GENERAL GOVERNANCE**

###### **1.1 Bylaws:**

The faculty of the College of Professional Studies (CPS) of Rollins College establishes these Bylaws in accordance with Rollins Board of Trustees policies.

The All Faculty of Rollins College Bylaws organizes the faculties into the Faculty of Arts & Sciences (A&S), the Faculty of Professional Studies (CPS), and the Faculty of the Crummer Graduate

School of Business (Crummer). The Rollins College Trustee Bylaws, Article IV, state that the "faculty ... may adopt for its own government such principles and bylaws as shall seem desirable to promote efficiency and facilitate work, provided, however, that all such by-laws and principles shall be subject to the rules and regulations and requirements set out by the Board of Trustees..."

## ARTICLE II

### FACULTY MEMBERSHIP

#### 2.1 Full Time Faculty:

Any individual who has a full time teaching appointment in the College of Professional Studies (with expectations of engaging in activities such as advising, scholarship, or service beyond direct teaching responsibilities) shall be a member of the faculty. This includes faculty holding the ranks of Professor, Associate Professor, Assistant Professor, Lecturer, Visiting faculty, Practitioner faculty, or Executive in Residence. All Faculty members have the right to attend faculty meetings, are entitled to vote on matters pertaining to the faculty, and possess all the usual rights and privileges accorded faculty members at Rollins.

Non-voting members of the faculty (*Ex-officio* Faculty) consist of the President of Rollins College, the Vice-President for Academic Affairs (Provost), one faculty representative selected by the College of Arts & Sciences, one faculty representative selected by the Crummer Graduate School of Business, and full time members of A&S who have teaching responsibilities in the CPS.

#### 2.2 Full Time Administrators:

The Dean shall be a voting member of the faculty by virtue of the position as Dean. The Associate Dean shall be a voting member of the faculty if that individual also holds appropriate academic credentials and an academic appointment in the CPS. Other administrators shall be voting members of the faculty if they hold appropriate academic credentials and academic appointment in the CPS.

#### 2.3 Adjunct and Part Time Faculty

Adjunct, part-time, or part-time visiting faculty members have the right to attend faculty meetings and speak, but do not have the right to vote.

#### 2.4 Office Hours

All full-time faculty are required to post and keep reasonable and regular office hours (a minimum of 3 hours per week is suggested, in addition to appointments).

Office hours should be (1) held on campus, preferably in faculty offices for confidential discussions; (2) clearly stated in the syllabus and posted outside the faculty member's office, where possible; (3) during business hours appropriate for the particular school/college.

Faculty teaching in the Holt school are asked to offer office hours in the hour before Holt classes, where possible.

## **ARTICLE III**

### **LEADERSHIP OF THE COLLEGE OF PROFESSIONAL STUDIES**

#### **3.1 Dean**

The Dean serves as the chief academic and administrative leader of the College of Professional Studies. The Dean approves, facilitates and monitors faculty recruitment, evaluation, and compensation (including merit pay). Academic department chairs work with the Dean on matters related to educational programs, faculty assignments, and academic budgets. The Dean works closely with the academic departments, appropriate faculty committees, the Office of Student Records, and the Office of Career Services in making decisions concerning course schedules, course offerings, majors and minors, self-designed majors, independent studies and internships, interdisciplinary courses, and experimental courses. The Dean represents the CPS to internal and external constituencies.

The Office of the Dean of the CPS is responsible for the administration of annual reviews of CPS faculty; receiving and acting upon recommendations of the Departments for initial appointments, renewal, termination, promotion, and tenure; maintenance of appropriate accreditation for programs; acquisition of resources and facilities to support the programs; hiring of support personnel; preparation and management of the budget; preparation of an annual report; and presiding at regular meetings of the CPS faculty. Professional development programs administered by this office include sabbaticals, leaves of absence, development grants, faculty exchanges, and travel to professional meetings.

#### **3.2 President of the Faculty**

The President of the Faculty shall be elected by a majority vote of the CPS faculty for a term of two years. The President of the Faculty serves as the representative of CPS faculty to internal and external constituencies. The President represents the CPS Faculty on appropriate All College committees that require representation.

#### **3.3 Department Chairs**

The Department Chair (DC) coordinates the departmental curriculum, policies, procedures, & resources, with the advice and support of the faculty. The DC is responsible for the annual evaluation of all faculty in the department and will submit the results to the Dean. The DC also represents the department on the Cabinet of CPS. The DCs report both to their colleagues and to the Dean.

The appointment of department chairs is made by the Dean of the CPS after consultation

with the faculty members of the respective departments. The Dean may not appointment someone if that person does not receive a majority vote of the full-time teaching members of the department.

The Dean issues letters of appointment and confirmation of reappointment of DCs annually, normally in late spring. The standard term of appointment is two years.

## ARTICLE IV

### STANDING COMMITTEES

#### 4.1 Standing Committees of the College of Professional Studies

Most of the business of the CPS will be conducted within the academic departments. The academic departments of the CPS are responsible, by virtue of the professional expertise of their faculty, for managing their curricula, scheduling, faculty, and programs. Departments are the key administrative units in the CPS.

To provide opportunities for faculty voice, cooperation, and coordination there will be three standing committees of the CPS: Cabinet, Promotion & Tenure, and Curriculum. Each committee will include representatives from each department in the CPS. The departmental representatives will be selected by the departments. The standing committees will report to the departments.

Under normal circumstances, all committee meetings will be governed by *Robert's Rules of Order* (Latest Edition).

#### 4.2 Cabinet

The Cabinet provides consultation, advice, and recommendations to the CPS departments, CPS faculty as a whole, CPS Dean, Vice President for Academic Affairs/Provost, Vice President for Student Affairs and President (if asked) on matters such as the existing programs, accreditations, resource needs (including new faculty), future directions of CPS, new academic programs, new initiatives, bylaws review, recognitions, merit pay, professional leave, faculty development, awards for the Faculty of Professional Studies (see Sections 5.1 & 5.2.) and the replacement of departing faculty.

The Cabinet also provides consultation, advice and recommendations on overlapping issues with the College of Arts & Sciences, Hamilton Holt School, the Crummer Graduate School of Business and the ALL COLLEGE coordinating committees. The Cabinet sets the agenda for CPS Faculty meetings, interprets the Bylaws, and interprets the authority of standing committees as set forth in the Bylaws.

The membership of the Cabinet of the College of Professional Studies includes the Dean and

Associate Dean of CPS, President of the CPS Faculty and the Chairs of the Departments. The President, Vice President for Academic Affairs/Provost, Vice President for Student Affairs, Chairs of the standing committees, and Program and Center Directors shall be *ex officio* members.

Meetings of the Cabinet shall be open to observation by any employee or student of Rollins College. The Cabinet will elect a Chair by majority vote to serve for one year. The right of a non-member to speak at meetings shall ordinarily be granted by the committee chair. The committee will meet as necessary (but at least once per semester). Minutes of the Cabinet shall be published on the Faculty Governance webpage located on the Vice President for Academic and Provost's website.

#### **4.3 Curriculum Review Committee (CRC)**

The Curriculum Review Committee has primary authority in all policy matters concerning all undergraduate and graduate curricula offered by departments of CPS in both the day and evening schools.

The Curriculum Review Committee provides consultation, advice, and recommendations to the CPS departments, CPS faculty as a whole, CPS Dean, Vice President for Academic Affairs/Provost and Vice President for Student Affairs on matters related to undergraduate and graduate CPS curriculum, student academic standards and honors, and academic advising (see Sections 5.1 & 5.2).

Membership of the Curriculum Review Committee shall include two faculty representatives from each department in the CPS and one faculty representative selected by the College of Arts & Sciences. The faculty representatives will be selected by the CPS departments for two-year terms. The Dean and Associate Dean of the CPS shall be *ex officio* (non-voting) members by virtue of their office. In addition there shall be one non-voting student delegate from each department in the CPS.

Meetings of the Curriculum Review Committee shall be open to observation by any employee or student of Rollins College. The Curriculum Review Committee will elect a chair by majority vote to serve for one year. The right of a non-member to speak at meetings shall ordinarily be granted by the committee chair. The committee will meet as necessary (but at least once per semester).

#### **4.4 Promotion & Tenure Committee (PTC)**

The Promotion & Tenure Committee provides consultation, advice, and recommendations to the CPS departments, CPS faculty as a whole, CPS Dean, and VP of Academic Affairs on matters related to reappointments, tenure, promotion, evaluation criteria and procedures. The Promotion & Tenure Committee will conduct a review of each department's evaluation criteria and procedures every 4 years.

The Promotion and Tenure Committee will independently evaluate the candidate based on

departmental criteria, and write a recommendation letter to the Dean, Department Review Committee Chair, and candidate.

Meetings of Promotion & Tenure Committee shall be open to observation by any employee or student of Rollins College when the agenda is the review and recommendation of policies, procedures, standards for the committee, department, or CPS. The right of a non-member to speak at meetings shall ordinarily be granted by the committee chair. Meetings of the Promotion & Tenure Committee shall be closed when the agenda is the review and evaluation of individual candidates for reappointment, promotion, and tenure. The committee will meet as necessary (but at least once per semester).

Membership of the Promotion & Tenure Committee will include one tenured, full-time, teaching professor from each CPS department and one tenured, full-time, CPS teaching professor selected at large by the CPS faculty. In a case where a department has no tenured, full-time, teaching professor eligible to serve on the Promotion & Tenure Committee, the full-time, teaching members of the department will elect an eligible faculty member from another department in CPS. The CPS departmental representatives and the at large member will serve for two year terms. The Dean and Associate Dean of the CPS shall be *ex officio* (non-voting) members by virtue of office. The Promotion & Tenure Committee will elect a chair by majority vote to serve for one year.

## **ARTICLE V**

### **MEETINGS OF THE FACULTY**

#### **5.1 College of Professional Studies Regular Meetings**

The College of Professional Studies (CPS) faculty will meet in regular session as necessary (but at least once per semester). The Dean (or the Dean's designate) convenes and presides at all faculty meetings. Minutes will be taken by a staff member from the Office of the Dean. A quorum for any meeting of the faculty shall consist of a majority of the full-time teaching faculty.

Members of the CPS faculty have the right to be informed, to be consulted, to speak, and to vote on issues coming before the faculty. Moreover, in accordance with its academic responsibilities, CPS faculty shall

- Elect, by majority vote, a president of the CPS faculty (to serve as the representative of CPS on appropriate college-wide committees)
- Elect members to serve as CPS representatives to All College committees
- Approve any new curriculum of study for majors, minors, or programs
- Prescribe the requirements for graduation from its programs of instruction
- Nominate and recommend to the Board of Trustees candidates for all degrees upon satisfactory completion of courses of study and for all other diplomas, honors and awards to be issued

- Vote on candidates for the Dean & Associate Dean
- Select students for CPS honors and awards

Meetings of the CPS faculty shall be open to observation by any employee or student of Rollins College. The right of a non-member to speak at meetings shall ordinarily be granted by the Dean (or designate). Under normal circumstances, all meetings of the CPS faculty will be governed by *Robert's Rules of Order* (Latest Edition).

### **5.2 Department Meetings**

Departments in the CPS shall meet in regular session as necessary during the academic year (but at least once per semester). The Department Chair (or the Chair's designate) presides at the department meeting.

Members of the CPS departments have the right to be informed, to be consulted, to speak, and to vote on issues coming before the department. Moreover, in accordance with its academic responsibilities, Faculty of the department shall:

- Elect, by majority vote, departmental representatives to the Promotion & Tenure and Curriculum Review Committees
- Develop Statements of Criteria for Promotion, Tenure, and Post-Tenure reviews
- Recommend, by majority vote, candidates for Department Chair to the Dean
- Recruit, evaluate, and recommend to the Dean candidates for initial appointments as tenure track, lecturer, visiting, executive-in-residence, practitioner, or adjunct faculty
- Recommend, in consultation with the Promotion & Tenure Committee, candidates for tenure, promotion to Associate Professor, or promotion to Full Professor to the Dean
- Conduct post-tenure reviews of tenured faculty at least once every seven years
- Approve, in consultation with the Curriculum Review Committee, any changes in the current curriculum, courses, or requirements for completion of its programs of instruction
- Recommend, in consultation with the Curriculum Review Committee, any new majors, minors, or programs to the CPS Faculty
- Select students for departmental honors and awards

### **5.3 Special Meetings**

Special meetings of the CPS Faculty may be called by the Dean at the request of the Administration, Cabinet of the CPS, or by a petition signed by one-third or more of the full-time teaching faculty.

## ARTICLE VI

### RECRUITMENT AND APPOINTMENT

#### **6.1 Recruitment of Tenure Track Faculty**

All tenure track faculty members shall normally be recruited through a national/ international search. The department to which the candidate will be appointed will usually conduct the search. The search committee approved by the Dean will recruit and identify a pool of candidates who will be interviewed by the search committee & the department faculty and a recommendation will be forwarded to the Dean.

The search committee shall have one faculty member from outside the department who will be appointed by the 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 to the equal employment opportunity and affirmative action policies of the College.

Upon acceptance by the Dean, the nomination shall be forwarded to the President. No prospective faculty member shall be appointed if that person does not receive a majority vote of the full time teaching members of the department.

#### **6.2 Recruitment of Non-Tenure Track Faculty**

Lecturers, visiting faculty, executives in residence, practitioner, clinical and adjunct faculty will be recruited by the DC in a manner approved by the Dean (internal, local, national, or international search). The department faculty will approve these appointments by majority vote (of those voting), using electronic media if necessary. Visiting, full-time faculty appointments longer than one year must be approved by a majority of the department faculty. Time and service as an Adjunct or Visiting Faculty member is not normally credited towards tenure. Adjunct Faculty will not normally teach more than five courses per academic year.

#### **6.3 Recruitment of the Dean of Professional Studies**

The selection of academic deans and other chief academic officers should be the responsibility of the President with the advice of, and in consultation with, the appropriate faculty. The Dean shall normally be recruited through a national/international search. A committee of Faculty representing all departments shall be appointed by the President or the Provost (acting as the President's agent). This committee will conduct the search and identify a pool of candidates who will be interviewed by the faculty and members of the administration. The search committee will solicit input from all stakeholders and make a recommendation to the Provost. The search committee may recommend to the Provost more than one candidate who has met the approval of the Faculty. No prospective Dean shall be appointed if that person does not receive at least a majority vote of the full time teaching members of the CPS.

#### **6.4 Initial Appointments**

Initial faculty appointments shall be made by the President upon recommendations of the Vice President for Academic Affairs/Provost (who may act as the President's agent), and the Dean of the CPS. Faculty appointments may be made to tenure-track, lecturer, instructor, visiting, practitioner, or executive in residence positions. No tenure-track appointment may last beyond seven consecutive years without the faculty member being granted tenure. No visiting faculty appointment may last beyond six consecutive years. All tenure-track appointments will normally be made as the result of national/international searches.

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.

## **ARTICLE VII**

### **FACULTY EVALUATIONS**

#### **7.1 Purpose**

Faculty evaluation is a means of monitoring individual performance for promotion, tenure, reappointment, equity adjustments, and merit pay. Faculty evaluation is a feedback process that provides faculty with an incentive and method for improvement.

Each department is expected to develop criteria & guidelines for evaluating teaching, scholarship, and service. Each department shall determine how these criteria shall be used to evaluate and recommend whether a faculty member's professional contributions have met/exceeded department standards. The Promotion & Tenure Committee will review and make recommendations for improving the evaluation criteria every three years.

#### **7.2 Process**

The evaluation process shall be a yearly review of accomplishments in teaching and service for the prior year, in scholarship for the previous five years, and a review of plans for the current academic year.

The basis of the process is the Faculty and Staff Annual Report (FSAR) summary prepared by the Faculty member and reviewed with the Department Chair in the fall semester using the criteria developed by the department. Each Faculty member is expected to be active in all three professional service criteria areas (teaching, scholarship, and service) according to their contractual obligations.

All full-time, non-tenured faculty members will be evaluated by the Department Review Committee (DRC, section 7.4) at mid-course and may request an additional review in the year prior to the tenure review using the appropriate departmental criteria. All tenured faculty members will be evaluated by the DRC once every 7 years, using the appropriate departmental criteria.

### **7.3 Evaluation Criteria**

The role of the faculty of the College of Professional Studies involves teaching, scholarship, and service. Rollins values excellence in teaching above all. Innovative scholarship and community service support quality teaching.

We expect candidates to make a case for tenure and promotion. Tenure and promotion represent recognition by the Rollins community that a faculty member has met Rollins' standards for membership and achievement. To receive tenure or promotion, the candidate must demonstrate that he or she has contributed, and will continue to contribute, to the College's educational mission in spirit as well as substance. In making the case for tenure and promotion, the candidate should address the following categories.

#### **7.3.1 Teaching.**

Candidates for promotion or tenure are expected to demonstrate both high competence in his/her field(s) and the ability to convey knowledge of his/her field to students. 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. The candidate must demonstrate excellence as a teacher to merit tenure or promotion.

#### **7.3.2 Scholarship**

Candidates are expected 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 of scholarship in a particular academic discipline, in interdisciplinary studies, improvements in practice, and contributions to pedagogy. Scholarly accomplishments may be demonstrated by: scholarly writings submitted for review by one's peers, presentation of papers at professional meetings, 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, or publication of books, research monographs, or journal articles. These activities must represent a pattern of professional development, suggesting an intellectual and scholarly life that will continue after the awarding of tenure or promotion.

### **7.3.3 Service**

We expect every faculty member to make contributions beyond teaching and scholarship. The purpose of these contributions is to make the department, College of Professional Studies, Rollins, the local community, and the professional community better places to live and work and more effective at achieving their missions. The basic contribution anyone can make is to be a good, caring, helpful, and supportive citizen in their dealings with colleagues, students, and other stakeholders.

Service can take many forms, and Rollins recognizes the variety of contributions made by individual faculty members that contribute to the mission of the College. Contribution to the Rollins community could include services such as effectiveness and cooperation in departmental and interdepartmental programs, participation in CPS committees, involvement in student activities, active and effective participation in the cultural and intellectual life of the College, and service in the outside community. Professional contributions could include organizing and chairing professional conferences, serving as an officer in professional associations, developing academic, curricular, and professional programs that enrich the life of the College, and acting as a professional consultant.

Commitment to participating, consulting, and advising (students, organizations, programs) to improve quality, value, and reputation are examples of service that goes beyond teaching or scholarship. Student advising includes accepting a reasonable number of advisees and making oneself available to students outside of class, but also interacting with students outside of class discussing their overall academic program, course selection, career concerns, and the issues raised by courses, world events, etc.

### **7.4 Department Review Committee**

The Department Review Committee (DRC) shall consist of all tenured faculty members in the department plus one tenured professor from another CPS department. Members of the department with administrative roles (Dean, Provost, President, etc.) that require them to review the candidate later in the process will not serve on the DRC.

All tenured members of the committee have voting rights on decisions regarding tenure and/or promotion to Associate Professor. All tenured Full Professors have voting rights in decision on promotion to Full Professor. If the department does not have at least three tenured full Professors, then all tenured members of the DRC have voting rights in decisions on promotion to Full Professor. At the discretion of the department, non-tenured faculty may participate in DRC meetings, but do not vote.

In the event of a disagreement between the Dean and a faculty member regarding an evaluation, the tenured members of the Department Review Committee will review the evaluation and make recommendations to the Dean. The Committee recommendation shall be based on the Department

Criteria guidelines. Faculty members also have rights to appeal under the All College Bylaws.

## **ARTICLE VIII**

### **ADMINISTRATOR EVALUATIONS**

#### **8.1 Evaluation.**

The evaluation of administrative leaders is a feedback process that provides them with incentives and methods for improvement. Administrative leaders of the College of Professional Studies include the Dean, Associate Dean, and Department Chairs. Responsibility for the performance evaluation of each administrative leaders rests with that person's superior. The evaluation of academic deans and other chief academic officers should be the responsibility of the President with the advice of, and in consultation with, the appropriate faculty. Responsibility for evaluation of the Associate Dean and Department Chairs rests with the Dean, although the DCs report both to their colleagues and to the Dean. Faculty should have direct, written, and confidential input into the regular evaluations of each of these leaders.

## **ARTICLE IX**

### **METHOD OF AMENDING BYLAWS**

#### **9.1 Amending Bylaws.**

These Bylaws may be amended at any regular or special meeting of the CPS Faculty by a two-thirds vote, provided that notice containing the proposed amendment or amendments is given at least seven days prior to the meeting. Amendments ultimately made need not be in the exact form in which they were sent to each member as above provided, but must deal with the same subject matter.

It shall be the responsibility of the Cabinet of the College of Professional Studies to communicate all revisions of these bylaws to the President and Provost/Vice President for Academic Affairs.

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