

12-12-2007

Minutes, Arts & Sciences Faculty Meeting, Wednesday, Dec. 12, 2007

Arts & Sciences Faculty

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Approved Minutes
Arts and Sciences Faculty Meeting
Wednesday, December 12, 2007

Members Present: Vidhu Aggarwal, Jennifer Ailles, Barry Allen, Mark Anderson, Bruce Aufhammer, Gabriel Barreneche, Pedro Bernal, Erich Blossey, Bill Boles, Rick Brommelje, Wendy Brandon, Sharon Carnahan, Julie Carrington, Roger Casey, Jennifer Cavanaugh, Julian Chambliss, David Charles, Doug Child, Ed Cohen, Ed Cohen, Gloria Cook, Tom Cook, Mario D'Amato, Creston Davis, Don Davison, Kimberly Dennis, Lewis Duncan, Hoyt Edge, Marc Fetscherin, Elise Friedland, Laurel Goj, Elton Graugnard, Don Griffin, Mike Gunter, Dana Hargrove, Fiona Harper, Paul Harris, Karen Hatter, Scott Hewit, John Houston, Richard James, Peg Jarnigan, James Johnson, Jill Jones, Yvonne Jones, Laurie Joyner, Steve Klemann, Philip Kozel, Carol Lauer, Barry Levis, Susan Libby, Lee Lines, Mike Lippman, Dorothy Mays, Edna McClellan, Cecilia McInnis-Bowers, Matilde Mesavage, Johnathan Miller, Al Moe, Thom Moore, Ryan Musgrave, Rachel Newcomb, Marvin Newman, Kathryn Norsworthy, Ceren Ozselcuk, Twila Papay, Alberto Prieto-Calixto, Jennifer Queen, Roger Ray, David Richard, Charlie Rock, Don Rogers, Ed Royce, Scott Rubarth, Maria Ruiz, Emily Russell, Judy Schmalstig, Rachel Simmons, Jim Small, Eric Smaw, Bob Smither, Steven St. John, Darren Stoub, Kathryn Sutherland, Bill Svitavsky, Ken Taylor, Mary Throumoulos, Lisa Tillmann, Larry Van Sickle, Rick Vitray, Debra Wellman, Gary Williams, Wenxian Zhang

Guests: Sharon Agee, Becca Hickam, Cara Meixner, Fjorentina A. Daju, Sharon Carrier

- I. Call to Order—Davison called the meeting to order at 12:10 PM.
- II. Approval of Minutes—The minutes of the November 15, 2007 Faculty Meeting were approved as distributed.
- III. Old Business—There was no Old Business
- IV. New Business

Bylaws Revisions—Harris moved acceptance of the corrections in Section V of the Bylaws as distributed (See Addendum 1). Rodgers seconded. Newman reported that the Bylaws Task Force had determined that their work was really cut out for them. Many of the bylaw changes that had been passed in previous meetings have not been incorporated into the Bylaws. Also the Task Force had to look for needed clarifications and inconsistencies, but that will not be

done today. The Task Force will look at changes that are more substantive over the next six months. The simplest ones we are considering today. Primarily the faculty will be clarifying items in the Bylaws that are “done deals” but are not reflected in the document. For instance, the Bylaws provide for a business administration major that no longer exists. Also Critical Media Studies is not incorporated. The Politics Department is now Political Science. So the faculty is only approving language changes, nothing substantive. The Task Force has also made some changes in the faculty handbook in conjunction with the Provost’s office. Newman thanked Dexter Boniface and Deb Wellman for their assistance. Lauer thought that some of the changes appeared to be substantive. Newman suggested that she might have been looking at the All College Bylaws, but we are only considering Section V of the A&S Bylaws. Newman reviewed the proposed changes at the request of Lauer. Tillman thought that the placement of Critical Media Studies should be in the Social Science Division rather than Humanities. Edge suggested that part be removed from motion, because it needs further discussion. The motion was approved by voice vote.

Newman stated that changes in the faculty handbook are under the purview of the Provost but the faculty was sent the proposed changes for information purposes. Lauer suggested that the AAUP statement on professional ethics be added to the handbook. Newman said that Casey had requested that suggested alterations be forwarded to him. Newman then asked that the changes just approved also be incorporated into the All College Bylaws to be forwarded to the Crummer faculty for their approval. The motion was approved by voice vote.

T. Moore moved the approval of changes to Article 7 of the Bylaws. (See addendum 2). Newman said that it involved the question of student voting rights on standing committees. Executive committee has ruled that students do have the right to vote on the committees in keeping with the Bylaws This amendment is clarifying language that would explicitly grant voting rights to student representatives on all standing committees. Also it clarifies the term of office for students and standardized the language for selection of faculty representatives from divisions. Rock expressed concerned about the use of the term "select" rather than "elect." Miller asked about at-large members since the Bylaws do not indicate how they are selected. Dennis wondered about the level of student participation on committees, but Davison said that the attendance was not the issue but how they are selected. Lauer moved that the faculty representatives from divisions were elected rather than selected and that students also should be similarly elected rather than selected. Davison thought that the latter might be a problem because of possible conflicts with the SGA Bylaws. Lauer agreed to remove the issue of student representation from her motion. Newman accepted Lauer's motion as a friendly amendment to the proposal. Newcomb asked about staff representation, and Newman said

they were elected. Griffin called the question which was agreed to. The change to Article VII of the Bylaws was adopted.

Rock moved that the President of the Faculty establish a task force to investigate governance at other institutions to see how we might best carry on business. Cohen raised a point of order that such a proposal should go first to the executive committee. Davison ruled that because the motion was raised under new business that it was procedurally in order. Cohen moved a substitute motion that suggestion be sent to the executive committee. Rock felt that it was an appropriate means of moving this investigation forward. Mesavage asked Rock to explain why this task force was necessary. Rock argued that Rollins has a multi-goaled purpose and that clear representatives from various constituent groups should be established to make certain all segments of the organization are represented. Carnahan thought that in the interests of sunshine we should know what other institutions do in this regard. Rock asked that the report be presented to the faculty by the end of the academic year. He agreed that Davison will have discretion within reason to make the report as he sees fit. The task force will investigate the role of "stake holders," including faculty, in institutional governance and representation on the board of trustees. The motion was carried by hand vote.

V. Reports

Status of ATO and Strong Hall—Donna Lee, Dean of Student Affairs was unable to attend today so that Casey will report on these issues instead. Casey reported that there had been confusion over the timing of the vandalism that occurred at the very end of the semester. He also noted faculty concern about the reporting of the incident to the faculty. There had been an operational procedure to report such events to the faculty when he was dean, but with diaconal changes these procedures have not been worked out yet. Also there must be limitations about what comes before the faculty because of concerns about confidentiality and ongoing investigation. Therefore some things might not for those reasons be reported to the faculty. But the incident involving ATO is something the faculty does need to be informed about. There had been significant acts of vandalism that occurred in Strong Hall during final exam week. It was very distressing to the staff because of the extent of the damage. No one from the organization stepped forward to report it, and no one had called campus security. Student Affairs staff did talk to a number of members of ATO although a significant number of beds had already been vacated by that time. Some members have protested that they had not been there and were not responsible. Finally a letter of apology came from the leadership, and Duncan responded on May 15, expressing concern that no one had been willing to try to stop the vandalism. Other organizations have been put on probation because of extensive damage to their facility but removing housing privileges for a year was unique. Casey made a distinction between removing an organization from housing and removing the organization from

official recognition. Duncan sent the letter to ATO members, parents, and alumni in which he suspended them from housing for a year. The members have to develop a plan to strengthen the organization, and they will be reviewed this year for consideration for restoration to housing next year. Now with housing available, with an unexpected increase in the freshman class, and requests for special learning communities, the administration decided that we would run a pilot program for language learning community for one year with the understanding that the ATOs could get Chase Hall back next year. The ATO plan is quite extensive and will be adjudicated in the usual manner that will include faculty participation from the Student Life Committee. ATO claimed that they did not have institutional support in dealing with problem members. Casey also pointed out the critical question of who is ATO. He claimed that ATO will also have strong assistance from community leaders such as Sam Stark and Ken Murrah to rebuild their organization. Schmalstig asked if the students involved were allowed to live on campus this year. Casey said that he did not know for sure but some were removed from campus housing but others were allowed to live on campus. Rock asked about inconsistencies in dealing with these issues in the past. He had been involved with the Student Life Committee when the committee had recommended penalties against an organization that had been overturned by administrators. Casey could not address events that he was not involved with but he is now engaged with moving forward. Duncan said that students were shocked about being removed from campus housing because normally groups had only been presented with a bill for damages. Gunter asked if the faculty could have copies of the document. Davison reported that he has been sent copies that he will send to the rest of the faculty, but the ATO plan might go through further revisions. Gunter also asked about the state of the current membership. Meixner stated that the national organization will help in a review of membership. D. Richards reported that he had conducted a student survey in his course on student alcohol consumption. The mean for Rollins students was 20 drinks per week with a standard deviation of 24. Alcohol has a tremendous impact on our educational process. We need to look beyond a case-by-case basis and examine the broader issue about the amount of drinking on campus. Casey said that for residential liberal arts colleges, this is a common problem. There is a need for the involvement of student peers but also faculty because students do listen to us. Harper argued that we do not need to be reacting but also proactive. While it was good that we are raising expectations for ATO, we should be doing the same for all other groups. Casey responded that we are going to work with other groups in this same way. Brandon said that there had been a process in the past and wondered what had happened to that. Casey said that Duncan and he had been having conversation about working more closely with small group housing. Levis talked about the problems he faced when chair of the Housing Review Board. The administration had attempted to block removal of Greek organization from housing. Lines said that some ATO members had undermined the educational process of his RCC class. T. Moore asked if the so-called off-campus "ATO house" and problems of underage drinking would be taken into consideration in the review of the ATO program. Casey said that all aspects of

the situation would be part of the investigation under the judicial process. Carnahan asked about the use of buses to transport students to downtown clubs. Casey reported that there would no longer be buses Sunday through Thursday on campus, and he is looking at what other colleges are doing for weekends. Barreneche asked about the “squatters” in Strong Hall. He argued that small spaces are incredible learning environments that should be distributed on the basis of the educational purposes of the college and not organizational purposes. Students have reported that the experience would not have worked on the third floor of Ward. International interns from Disney have been working with the Modern Languages Department to develop this program. . If ATOs make improvements, they should be allowed back on campus, but it is a question of real estate and how it should be put to use for the best interests of the educational purposes of the college. Bowles was concerned that students only have six weeks and still do not have a final document. He was dismayed that the administration had not yet approved the document. Casey claimed that most important key points indicators were quite clear but some changes were still needed in the mentoring plan. Edge asked if off campus parties will be taken into consideration. Casey said that stories have circulated that might not be totally true. He encouraged faculty to find out the facts from persons in charge. Duncan said that the organization will be held responsible for the actions of all its members.

VI. Announcements

1. Cornell Distinguished Faculty Awards—Duncan announced the recipients of CDFA: Greenberg, James, and Newcomb. (The President’s Remarks are found in Appendix 3)
2. Cornell Innovation Fund—Casey announced opportunities for groups of faculty and staff to make up to \$300,000 over two years through this new fund. Further details will be provided to the faculty.
3. Faculty Housing Village—Duncan announced the closing on properties at Orchid and Mead Avenues in Winter Park including town houses and one single home for the use for faculty for periods of up to three years, The housing is not meant to be permanent housing.
4. Library services—Jonathan Miller announced a new program: Your Librarian. Individual librarians will work with departments on collection development and assisting with searches and library orientation. They will also work directly with faculty in each department.

5. Curriculum Committee update—Sharon Carnahan reported that Tom Cook from the Curriculum Reform and Renewal committee has been active for several weeks now. There are two desiderata: a sense that this needs to happen and it needs to happen now. There is also a need for faculty involvement. Faculty will receive mailing with a sense of urgency along with a schedule of meetings. All meetings of the Curriculum Reform and Renewal committee are open. They have also established a blackboard connection. Members of the committee will also be meeting with departments and will distribute a questionnaire to be filled out by members of the department before those meetings.

6. Other announcements – Duncan announced approval of Winter Park city commission for Rollins to use restored houses for visiting scholars. This will serve as a continuation of the colloquy. Gail Sinclair will be taking charge of the initiative with the help of the endowed chairs.

VII. Adjournment—the meeting was adjourned at 1:55 PM.

Respectfully submitted,

Barry Levis,
Secretary

Addendum 1

FACULTY OF THE COLLEGE OF ARTS AND SCIENCES SECTION V – BYLAWS (Effective March 7, 2000)

TABLE OF CONTENTS

Article	I.	General Governance
Article	II.	Membership, Responsibilities, and
Suffrage		
Article	III.	Officers of the Faculty of A&S
Article	IV.	Meetings of the Faculty of A&S
Article	V.	Governance Structure
Article	VI.	The A&S Executive Committee
Article	VII.	Standing Committees of the Faculty
Article	VIII.	Faculty Evaluations
Article	IX.	Amendment Procedure

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, all those holding full-time positions as instructors, assistant professors, associate professors, and professors, who are appointed either to academic departments of the College, to the Hamilton Holt School, or to the library and whose primary responsibility is to teach in the College of Arts and Sciences; Arts and Sciences administrators with faculty rank or holding tenure at Rollins College; 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 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. 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.

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 vote on administrative appointments to the positions of President of Rollins College, Vice President for Academic Affairs and Provost, the Dean of the Faculty, 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 the Faculty 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 third of the student body of Arts and Sciences, or the Hamilton Holt School, 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, Music, Library Science, Physical Education, and Theatre Arts and Dance;

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

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

Social Sciences: Anthropology, Communications, Economics, Education, History, International Business, Politics, Psychology, and Sociology.

Deleted: Business Administration,

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 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 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.

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 the Faculty.

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, student academic standards and honors, academic advising, continuing and graduate education programs of the College of Arts and Sciences, 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.

Deleted: In October of e

Membership. Membership of the Academic Affairs Committee shall consist of eight voting members of the faculty (four at large and four divisional, the latter of whom shall be selected from within the division they represent) and four students chosen by the Student Government Association. The Dean of the Faculty 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 advises the President and Vice Presidents on the administrative structure of the College 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 eight voting members of the faculty (four at large and four divisional, the latter of whom shall be elected from within the division they represent) and two students chosen by the Student Government Association. The Dean of the Faculty 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 six voting members of the faculty, two members of the professional staff elected by the members of the staff, and five students selected by the Student Government Association.

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 the College 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 six voting members of the faculty, two staff members elected by members of the staff, and three student representatives chosen by the Student Government Association.

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

For joint appointments across schools, more than one Dean will be involved in the evaluation of a candidate, and so all statements in Article VIII 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 consecutive years without the faculty being granted tenure. 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 or program disapproves. If a new appointment must be made when a majority of the members of the department or program cannot be consulted, the Dean may recommend no more than a one-year visiting appointment.

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 the Faculty. 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 third 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. Reappointments shall be made by the President only with the approval of the Candidate Evaluation Committee 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 nonreappointment 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 nonreappointment 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 nonreappointment 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, including those specific to the discipline. The department shall provide a rationale in support of their standards. The department must resubmit these criteria to the FEC and they must be accepted by the FEC before any tenure track search may be conducted.

[Note: This would take effect for the academic year 2004-2005, and for candidates recently hired the following would apply. Any department with a candidate who has a tenure-track appointment but who has not yet reached a mid-term evaluation, must submit a new set of criteria and have them accepted by FEC before the mid-course evaluation.]

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 awarded promotion to the rank of Associate Professor after a minimum of six years of

full-time teaching in a senior institution at the Assistant Professor level, of which at least four years have been at this institution.

If the Candidate Evaluation Committee and the appropriate Dean believe that the individual's contribution to the College, professional growth, and potential warrant promotion, then upon their recommendations and the concurrence of the Provost, the promotion may be granted by the President. No candidate will be promoted without the approval of a majority of the Candidate Evaluation Committee. Only in exceptional cases will promotion to the rank of Associate Professor be considered for individuals not holding the terminal degree in the appropriate field and not having completed the minimum number of years. These exceptional cases will be determined by joint approval of a majority of the relevant Candidate Evaluation Committee, the Faculty Evaluation Committee, and the appropriate Dean.

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 REVIEW OF UNTENURED FACULTY PRIOR TO THE TENURE REVIEW

Section 1. Annual Evaluations

The Candidate Evaluation Committee normally conducts annual formal evaluations. The evaluation will be documented in a report addressed to the appropriate Dean and placed in the candidate's permanent file. The report should include an analysis and evaluation of the candidate's progress toward tenure, based on the criteria set forth in the by-laws and in individual departmental criteria.

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

Informal reviews or discussions of a candidate's progress in meeting department and College expectations are encouraged. These will not be part of the candidate's formal file.

Section 2. Comprehensive Mid-Course Evaluation

Prior to the tenure review, each candidate for tenure and promotion will receive one comprehensive mid-course evaluation. This evaluation procedure follows the description given in Part D., sections 1-6 for a tenure/promotion evaluation except for the timing and the absence of a recommendation for tenure or promotion. 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 Candidate Evaluation Committee, the appropriate Dean, and the Faculty Evaluation Committee 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. In this case, the procedures for the comprehensive mid-course evaluation for tenure will be followed.

D. PROCEDURES FOR EVALUATION OF CANDIDACY FOR TENURE AND PROMOTION TO PROFESSOR

Section 1. Eligibility for Tenure

Normally, a candidate is eligible for the awarding of tenure in his or her 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.

Section 2. Notification of the Candidate

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 them 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). The candidate must submit these materials to the department chair by June 15. The Dean also notifies the department chair of the candidate's intention to undergo review.

Section 3. The Candidate

At the time of the tenure and/or promotion 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 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.

As the evaluation process proceeds, the candidate receives copies of all reports and recommendations submitted by the Candidate Evaluation Committee, the Faculty Evaluation committee, the Dean of the Faculty, and the Provost. Any responses will become part of the material which the Provost will use for his or her recommendation and report. Should the candidate wish to respond to any of these reports and recommendations, he or she may do so in writing to all of the appropriate entities in the process.

Section 4. Candidate Evaluation Committee Structure and Evaluation

Reappointment evaluations are normally conducted by the Candidate Evaluation Committee. 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 June 15 prior to the academic year in which the evaluation takes place. The Candidate Evaluation Committee 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 Faculty Evaluation Committee serves as an ex officio (non-voting) member when the candidate is being evaluated for tenure or promotion to Professor. 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 Candidate Evaluation Committee, will select tenured members from outside the department to serve on the Committee. If the department Chair is the candidate being evaluated, another member of the department shall be selected as Candidate Evaluation Committee chair.

For candidates with an appointment in more than one department or program, the Candidate Evaluation Committee, with the advice of the candidate, will add to the Committee 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 Candidate Evaluation Committee.

Collection of Material Required for Review. The Chair of the Candidate Evaluation Committee 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 for placing them, along with materials submitted by the candidate, in the candidate's file for members of the Candidate Evaluation Committee to review.

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 Candidate Evaluation Committee 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 Candidate Evaluation Committee by June 15.

Review by the Candidate Evaluation Committee. After each member of the Committee has reviewed the candidate's file, the Committee meets with the candidate to discuss the activities addressed in the file. Issues that the Committee considered relevant to the evaluation that might not have been addressed by the candidate are also raised here. The

Committee then approves a report and recommendation written by the Chair. The report and recommendation records the vote of the Committee.

If the Committee 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 Committee gives reasons for its conclusion. No candidate is tenured or promoted without the approval of a majority of the Candidate Evaluation Committee. The candidate is given a copy of the report and recommendation, and has the opportunity to respond in writing. For tenure decisions, the Committee Chair sends the report and recommendation to the Faculty Evaluation Committee and the candidate by September 30. For decisions on promotion to Professor, the Chair sends the report and recommendation to the Faculty Evaluation Committee and the candidate by October 15. A copy of the report and recommendation, along with the candidate's file, is sent to the appropriate Dean at the same time.

Section 5. Evaluation by Deans or Directors

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

The Dean writes a separate report and recommendation on the candidate addressed to the Provost. For tenure decisions, the Dean submits a report and recommendation addressed to the Provost but sent to the Faculty Evaluation Committee, the candidate, and the Candidate Evaluation Committee by October 31. For decisions on promotion to Professor, the Dean submits a report and recommendation addressed to the Provost but sent to the candidate, the Candidate Evaluation Committee, and Faculty Evaluation Committee by October 31.

Section 6. Faculty Evaluation Committee Structure and Evaluation

The Faculty Evaluation Committee consists of five tenured faculty members each with the rank of Professor serving staggered terms of three years, and one alternate (serving a term of one year), to serve when a regular member is excused from an evaluation. These faculty members are appointed by the Executive Committee, with some consideration given to academic diversity, and ratified by the faculty. Members of the Faculty Evaluation Committee receive one course-released time every year they serve on the committee.

Access to Information. The Faculty Evaluation Committee 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 Faculty Evaluation Committee to introduce additional information that might not have been included by the Candidate Evaluation Committee or the appropriate Dean. The Faculty Evaluation Committee 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.

Review by the Faculty Evaluation Committee. The Faculty Evaluation Committee conducts its own evaluation of each candidate for tenure or promotion. The evaluation will be based on the following sources: the written report and recommendation by the Department Evaluation Committee, the department's approved criteria for tenure or promotion or, in the absence of approved criteria, specifications of how College criteria for tenure and promotion are defined, measured, and applied, 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 Committee has obtained in the exercise of its duties. The Committee may also consult with the Candidate Evaluation Committee, the appropriate Dean, or any other member of the community.

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

Upon completion of its review of its candidate, the Faculty Evaluation Committee writes a report and recommendation. For tenure decisions, the Committee submits its final report and recommendation, positive or negative, to the candidate by December 8 and to the Provost by December 15. For decisions on promotion to Professor, the Committee submits the candidate's file, report and recommendation, positive or negative, to the Provost by March 1. In either case, the recommendation of the Committee may agree or disagree with that of the Candidate Evaluation Committee or of the Dean.

In the event of a negative evaluation by the Faculty Evaluation Committee, the Faculty Evaluation Committee will consult with the Candidate Evaluation Committee on points of disagreement. If the Faculty Evaluation Committee is still not satisfied with the arguments of the Candidate Evaluation Committee, it submits its negative recommendation, along with the candidate's file, the Candidate Evaluation Committee's report and recommendation, the Dean's report and recommendation, and the candidate's response(s) to any of the reports and recommendations to the Provost for his or her report and recommendation.

Section 7. Evaluation by Provost

Assessing the recommendations from the Faculty Evaluation Committee 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. For decisions on promotion to Professor, the letter is submitted to the President by April 1. If the Provost accepts a positive recommendation of the Candidate Evaluation Committee and recommends overturning a negative recommendation of the Faculty Evaluation

Committee, he or she submits reasons for his/her decisions in writing to the Faculty Evaluation Committee and the candidate.

When a conflict occurs between the Faculty Evaluation Committee and the Candidate Evaluation Committee, or when the Faculty Evaluation Committee 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 Faculty Evaluation Committee 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.

Section 8. 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. For decisions on promotion to Professor, the recommendation is made at the May Board meeting. The decision of the Board is communicated to the candidate in writing by the last day of February for tenure decisions or by May 31 for decisions on promotion to Professor. 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 9. Structure and Timing for Tenure Evaluation

A faculty member becomes a candidate for tenure by notifying the Dean by May 15 of the calendar year in which the evaluation takes place. The structure and process occurs as summarized in this section.

Having reviewed the candidate's file and deliberated, the Candidate Evaluation Committee writes a report and recommendation which makes a case for or against the candidate and sends it to the Faculty Evaluation Committee, with copies to the Dean and candidate, by September 30. The candidate may choose to write a response to the report and recommendation, and this response will be sent to the Faculty Evaluation Committee, the Dean, and the Candidate Evaluation Committee by October 15. Should the Candidate Evaluation Committee make a negative recommendation, the candidacy cannot go forward except on appeal (Part E).

Having received a positive recommendation of the candidacy by the Candidate Evaluation Committee, the Dean will review the candidate's file, deliberate, and write a Dean's report and recommendation, which is addressed to the Provost, and will send it to the Faculty Evaluation Committee, with copies to the candidate and the Candidate Evaluation Committee, by October 31. Should the candidate wish to challenge the

recommendation of the Dean, he or she may send a response to the Faculty Evaluation Committee, with copies to the Dean and the Candidate Evaluation Committee, by November 7. Having received a positive recommendation, a candidate will normally not respond to the Dean's report. However, if there are significant issues, such as matters of fact, that the candidate chooses to challenge in the report, he or she may choose to write a response, directed at those issues, and will send it to the Faculty Evaluation Committee, with copies to the Dean and the Candidate Evaluation Committee, by November 7.

Having received the recommendations of the Department Evaluation Committee and the Dean, and after reviewing the candidate's file and deliberating, the Faculty Evaluation Committee will write a report and recommendation and send it to the candidate by December 8. Should the candidate wish to challenge the recommendation of the Faculty Evaluation Committee, he or she may send a response addressed to the Provost and send it to the Faculty Evaluation Committee, with copies to the Dean and the Candidate Evaluation Committee, by December 15. Having received a positive recommendation, a candidate will normally not respond to the Faculty Evaluation Committee's report. However, if there are significant issues, such as matters of fact, that the candidate wishes to challenge in the report, he or she may choose to write a response, directed at those issues and addressed to the Provost, and will send it to the Faculty Evaluation Committee, with copies to the Dean and the Candidate Evaluation Committee, by December 14.

It is the responsibility of the Faculty Evaluation Committee to make the following materials available to the Provost by December 15: the candidate's file, the report and recommendation of the Dean, the report and recommendation of the Faculty Evaluation Committee and additional materials it used in its evaluation, the report and recommendation of the Candidate Evaluation Committee, and any optional responses to any of these by the candidate.

The Provost will write a report and recommendation to the President, with copies sent to the candidate, the Dean, the Faculty Evaluation Committee, and the Candidate Evaluation Committee, by January 15.

E. 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.

F. EVALUATION OF TENURED FACULTY

The Candidate Evaluation Committee, 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 Candidate Evaluation Committee or the appropriate Dean detect deficiencies which are particularly significant, the evaluation proceedings may be initiated at any time.

Section 1. Candidate Evaluation Committee

The faculty member's professional assessment statement plays 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 Candidate Evaluation Committee to review. The Committee 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.

Section 2. Evaluations by Deans

Deans play a central role in providing on-going encouragement and support for faculty efforts at professional development.

The Dean meets with the faculty member separately to discuss the professional assessment statement and the letter of the Candidate Evaluation Committee. 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, 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.

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.

Addendum 2

FACULTY OF THE COLLEGE OF ARTS AND SCIENCES SECTION V – BYLAWS (Effective March 7, 2000)

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, student academic standards and honors, academic advising, continuing and graduate education programs of the College of Arts and Sciences, the library and media services, and in all matters pertaining to academic schedules and calendars. In October of 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 ~~twelve~~ voting members: ~~eight members~~ of the faculty (four at large and four divisional, the latter of whom shall be selected from within the division they represent) and four students chosen by the Student Government Association. ~~The students shall be appointed at the beginning of he academic year and remain on the Committee for a period of one year.~~ The Dean of the Faculty serves as an ex-officio, non-voting member.

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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 advises the President and Vice Presidents on the administrative structure of the College 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 ~~ten~~ voting members: ~~eight members~~ of the faculty (four at large and four divisional, the latter of whom shall be elected from within the division they represent) and two students chosen by the Student Government Association. ~~The students shall be appointed at the beginning of he academic year and remain on the Committee for a period of one year.~~ The Dean of the Faculty serves as an ex-officio, non-voting member.

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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 thirteen voting members: six members of the faculty, two members of the professional staff elected by the members of the staff, 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.

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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 the College 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 eleven voting members: six members of the faculty, two staff members elected by members of the staff, and three student representatives 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.

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Addendum 3

Cornell Distinguished Faculty

Each year, Rollins may grant up to 3 Cornell Distinguished Faculty awards for exceptional professional accomplishments in at least two of the College's three primary emphases of teaching, research, or service. Endowed chair holders are not eligible for these awards. Each Cornell Distinguished Faculty designee holds this title for three years. Each year of the award, the faculty member receives \$5000, which can be added to salary as a stipend, established as a research account, or exchanged in \$2500 increments for course release (no more than one course per semester), in any combination. At the end of the three years, \$2500 will be added to the base salary of the faculty member. This is the fourth year of the program.

2004-2005 the award was given to:

Thom Moore, Kathryn Norsworthy, and Kenna Taylor

2005-2006 the award was given to:

Tom Cook, Elise Friedland, and Barry Levis

2006-2007, last year's award went to:

Bill Boles, Michael Gunter, and Lisa Tillman

The Committee for this year: Ed Cohen (chair), Jennifer Cavanaugh, Hoyt Edge, Tom Lairson, and Lee Lines

For 2007-2008

Our first recipient has made learning about different philosophies and religions unique, transforming, and fun in the twenty years she has been teaching at Rollins. Dr. **Yudit Greenberg** has had a longstanding interest in the area of love and religion. Her first book, *Better Than Wine: Love, Poetry and Prayer in Thought of Franz Rosenzweig*, published in 1996, was a study of the dialectics of human and divine love in the work of the modern Jewish philosopher Franz Rosenzweig. Her newest book, just released last month, is the *Encyclopedia of Love in World Religions*. Stephen Post, a professor of bioethics from Case Western Reserve University states, "It is one of those classic reference works that is

absolutely necessary in order to firmly establish a new field of comparative study.” The Encyclopedia explores religious constructions of love from multidisciplinary and cross-cultural perspectives and provides contextualized analyses of different models of love that are grounded in the distinctive terminologies and idioms of religious traditions. According to Barbara Holdrege, “The Encyclopedia addresses important philosophical, religious, and cultural issues such as the relationship between love and desire; the validity of the distinction between ‘erotic’ love and ‘religious’ love or ‘sacred’ love and ‘profane’ love; the role of discourse of the body in representations of human-divine love; the role of gender in religious constructions of love; and the connections between religious models of divine love and strategies for social justice.” Yudit has a history of service to Rollins—she has served as President of the Faculty, Chair of the Department of Philosophy and Religion, and on the Faculty Evaluation Committee, to name just a few of her roles. She founded the Jewish Studies Program and has served as its chair since 1999. We are fortunate to have someone with the passion and enthusiasm for teaching that Yudit has.

It is easy to locate the second Cornell Distinguished Faculty award recipient. You only need to go the third floor of the Bush Building and listen for the Legos Mindstorm robots in **Dick James’** RCC class. Dick’s enthusiasm for the little robots inspired him to offer a course on robots to combine two premises – that robotics could interest new students in computing and that robots provided a great way to teach problem-solving skills. Dick came to Rollins after thirty-seven years of professional and academic experience in the computer science and software engineering fields. He has a strong record of service to the college including serving on the Academic Affairs Committee twice, the Finance and Service Committee, and over a dozen of our college’s ad hoc committees. He sees his involvement in service as a model for his students to understand the importance of being a contributing member of a community. Dick’s commitment to his teaching, and his desire to incorporate the ideals of Dewey, Kolb, and Zull to improve his teaching are exemplary. He has worked tirelessly to understand how students learn and incorporates new pedagogical ideas into his courses as well as changing textbooks to keep up with the changing dynamics of computer science. In his personal statement, he says that he is “always re-thinking and evaluating [his] performance in the classroom in order to improve student learning.” His students comment that he is “prepared, enthusiastic, humorous, and concerned about their learning.” Many of his students report that his teaching style is motivating. His favorite student evaluation comment is, “This was the most difficult, miserable, and meaningful course I have taken at Rollins.” His problem-solving

approach to teaching prepares his students for the real-world experiences they will surely face as they use the tools they have learned in Dick's class to be citizens and leaders in our society.

Our final Cornell Distinguished Faculty award recipient is the epitome of combining teaching with service learning. **Rachel Newcomb** designs her courses to help her students problem solve with forward-thinking solutions to current social problems by engaging in local service learning projects. She inspires her students to think outside the box and work to make the world a better place. One of her students undertook the project of bringing skateboarding to the under-privileged to develop self-discipline, confidence and intellectual growth. Another student has been involved with Rachel in a collaborative research project to improve the conditions of the African-American farm workers in Apopka. They have conducted oral histories, conducted interviews and sought solutions to the problems of healthcare. But Rachel's love is for the people of Morocco and the changing roles of women in Moroccan society. The publication of her first book, *Singing to So Many Audiences: Gender, Identity, and Social Change in Urban Morocco*, will be published in the Fall of 2008. This ethnography is based on eighteen months of fieldwork in Morocco. Her newest research project will "explore the ideas of religious and national identity in contested practices of Islam in Morocco, particularly among women." One of her letters of recommendation comes from a professor from her undergraduate alma mater, Davidson. He states, "She is motivated by what I can only call a poetic sensibility. She is sensitive to a wide range of issues, and to the way in which seemingly disparate elements of social and cultural life intersect—a skill that I take to be critical to the discipline of anthropology, and which I can only imagine makes her an absolutely outstanding classroom teacher." Rachel not only writes for scholarly enterprises, she has also published poetry and short stories.

Congratulations to all three of our newest Cornell Distinguished Faculty.