

3-12-2015

Minutes, Arts & Sciences Executive Committee Meeting, Thursday, March 12, 2015

Arts & Sciences Executive Committee

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ROLLINS
EXECUTIVE COMMITTEE MEETING
March 12, 2015
Agenda

12:30 in CSS 167

Lunch will be served

- I. Call to order**
Carol Lauer
- II. Approval of minutes from 1/12/15**
Thomas Ouellette
- III. Reports**
Mamta Accapadi on bi-annual report to faculty
- IV. New Business**
New bylaw on dismissal – PSC ([See Attachment #1, below](#))
Revisions to CIE – PSC ([See Attachment #2, below](#))
Problems with courses taught for credit by PE – AAC ([See Attachment #3, below](#))
Lecturers, instructors and proposal to change the Handbook – F&S
([See Attachment #4, below](#))
- V. Adjournment**



EXECUTIVE COMMITTEE MEETING
March 12, 2015
Minutes
Unapproved

PRESENT

Carol Lauer, Thomas Ouellette, Craig McAllaster, Carol Bresnahan, Bob Smither, Don Davison, Eric Smaw (for Fiona Harper), Derrick Paladino, Jill Jones, Elise Ablin. Guest: Mamta Accapadi.

CALL TO ORDER

Carol Lauer called the meeting to order at 12:31 PM

APPROVAL OF MINUTES FROM 1/22/15

EC unanimously approved the minutes from the 2/12/15 with one correction from Smither.

REPORTS

Faculty President

Carol Lauer

Lauer presented the slate for elections and said we are short two faculty for Finance & Service. Please submit recommendations.

Lauer reported that she and the new president discussed faculty sitting on Board of Trustee committees as non-voting representatives. The President suggests having a subgroup of the board meet with an elected group of faculty each time the Board is on campus. EC will discuss who will be a part of this faculty group and hopes to have it in place for fall term.

Bi-Annual Report to Faculty

Mamta Accapadi

Accapadi said that, in the past, the Dean of Student presented a report to the faculty once each academic year. Accapadi is looking for guidance from EC about which issues to cover in her report and requests that she present the report rather than the Dean of Students. Accapadi will include issues of conduct, student LOA's, mental health, career alignment, etc. in her report. Because data is important and can lead to more substantive questions, it was suggested she send faculty a report with the statistical data in advance of the meeting.

The group discussed ADA accommodations and what that means at Rollins. Davison said we used to send out a document to new students about what accommodations they can expect in college as opposed to high school.

President's Office

Craig McAllaster

The Board of Trustee by-laws are now on the website:

<http://scholarship.rollins.edu/collegebylaws/1/>.

McAllaster advised that he will submit to the F&S a different comparative group for the faculty salary study and said we will look at the top 20 schools in our ranking.

SGA

Elise Albin

Albin asked why summer orientation was canceled. She was referred to Admissions; EC members said that this may be misinformation.

F&S

Don Davison

Davison informed the EC that Jeff Eisenbarth agreed to hold a follow-up discussion with faculty who wish to explore budget issues in greater depth. Jeff will schedule the conversation after the SACS visit. It will include President McAllaster and Bill Short.

Davison reported that Maria Martinez came to the February 17 meeting of the Finance and Services Committee. Her concern regarding de facto tenure appears below under New Business.

Davison updated the EC on the Faculty Salary study: Davison is continuing to try to obtain the relevant information that responds to the faculty request for a comprehensive salary review. There are three general issues: (1) what are the impacts of compression, inversion, and market effects? (2) are there gender equity disparities? (3) are faculty salaries at Rollins keeping pace with salaries at peer institutions? It has been difficult to obtain the relevant information, especially regarding the salary study conducted 6-7 years ago. We believe it is important to use a common and agreed upon method of analysis in order to measure progress over time.

Davison said that F&S also intends to discuss designating an appropriate administrative official responsible for regularly conducting these analyses, going forward.

SLC

Derrick Paladino

Paladino celebrated the announcement of the creation of dedicated interfaith space in Knowles Chapel. Paladino informed the EC that "SHIP grants are back," and SLC is looking at the rigor and comprehensiveness of the SHIP reports.

PSC

Eric Smaw

Standing in for Chair Fiona Harper, Smaw reported that PSC has met once and held email discussions to complete its work in a timely fashion since the last A&S Faculty meeting on February 26, 2015.

PSC has two items on the agenda for today's EC meeting (Course Instructor Evaluations

And ByLaws regarding ad hoc Hearing Committee in cases of dismissal of tenured faculty members) which will be discussed in New Business (see attachments below).

PSC approved the Summer Student-Faculty Scholarship grant proposals via email from March 7 – 9, 2015. 23 proposals were funded, 2 were deemed unfundable as they did not meet the grant requirements and guidelines.

PSC will next meet on March 24 and will review and approve FITI grants and continue discussions to revise the Ashforth/Critchfield/Development grants to reflect the changes implemented by PSC this year following concerns raised about grant guidelines implemented by 2013/2014 PSC. These proposed changes will include the removal of the ranking procedure and recommend the grant review process by PSC be conducted in a blind fashion in future. We hope to have a revised grant application for approval to CPS EC on March 31, A & S EC on April 2, and hopefully the A & S faculty meeting scheduled for April 9. Any changes for 2015/2016 need to be approved this semester to ensure the new application is in place in time for FYRST and early grant applications in September 2015.

A&S Dean

Robert Smither

The Dean's Office wants to bring back the Faculty Day of Scholarship and will submit an amendment to next year's academic calendar to AAC and EC to accommodate this event.

NEW BUSINESS

New bylaw on dismissal

Eric Smaw

[\(See Attachment #1\)](#)

EC discussed where this language should be placed in the By-Laws and decided it should be added as letter "G" to Article VIII Faculty Evaluations.

Revisions to CIE

Eric Smaw

[\(See Attachment #2\)](#)

EC suggested the following changes to the CIE recommendations, as submitted: allow the window in which students can submit evaluations to remain open for two weeks (instead of three) and make explicit that the sample syllabus statement is indeed only a sample; that faculty are free to craft their own syllabus statement.

Problems with courses taught for credit by PE

Jill Jones

[\(See Attachment #3\)](#)

This issue was tabled until the 3-19-15 EC meeting.

Lecturers, instructors and proposal to change the Handbook

Don Davison

[\(See Attachment #4\)](#)

Davison said that Maria Martinez expressed her concerns regarding de facto tenure for the growing number of non-regular faculty (lecturer, instructor, artist in residence). Subsequently,

Davison met separately with Martinez to explore ways to alleviate her concerns and Davison agrees that the easiest way to solve this problem is to modify the Faculty Handbook (see attachment) rather than amend the College bylaws. EC's suggestion is to change the "Lecturer" heading in the handbook (see excerpted page 22, below*) to reflect the different categories of instructional personnel. Perhaps the section could be labeled "Lecturers, Instructors, and Artists in Residence." Within that section the following points should be included:

1. These classifications do not have tenure
2. These individuals are annually reviewed by their departments
3. If desired, we can define the classifications such as instructors normally have an MA, lecturers normally have the terminal degree, etc.

Davison advised that reappointment letters for these individuals should include a sentence that states the position is a non-tenure position that is renewed annually. Bresnahan pointed out that the language regarding the non-tenure track nature of these positions is already explicitly laid out in appointment letters. Davison said the Handbook is also very explicit on this issue.

In an email of March 6, 2015, Martinez recommended that Smither determine how departments use Lecturers. Some departments only require lecturers to teach 3 courses per semester and some require 4 courses per semester, some have lecturers do advising and some others don't. Maria believes it is necessary to be consistent in how Lecturers are utilized at Rollins and further advised used that all lecturers be paid relatively the same based on their years of service and allowing for discipline-specific mandates. Davison recommended to Smither that departments should retain the flexibility regarding how they use contract positions because individual departments have different needs.

Davison believes the increasing number of lecturers is a separate issue that needs further discussion by the EC and the administration. Currently, there are 21 lecturers and 6 Artists in Residence. [The departments are: (5) English, (1) Music, (2) Mathematics, (6) Languages, (3) Communications]. Davison recognizes that often these are useful positions and mutually agreed to between the individual and the College. At the same time, it seems to represent an encroachment on what is meant by the "faculty" and our role in participating in the future direction of the academic mission of the institution.

Davison said that Martinez is also concerned about the length of visiting professor appointments. The bylaws allow for a visiting professor to be at the College for 6 years. This consists of an initial 3-year appointment and the option for a 3-year renewal. Maria would like that changed to a maximum of 4 years for a visiting position so we do not bump up against the de facto tenure threshold. Davison said that he believed it is important for departments to retain flexibility when hiring visitors and referred this to Dean Smither.

***Excerpt from Faculty Handbook Regarding Lecturers:**

LECTURER

The position of Lecturer is a full-time but not a tenure-track position. Appointments are granted by the Provost.

Source: All Faculty, "Faculty Handbook Section III - Arts and Sciences and College of Professional Studies Policies and Procedures - Updated 8/1/2014" (2014). *Faculty Handbooks*

ADJOURNMENT

Carol Lauer

Lauer adjourned the meeting at 1:47 PM.

ATTACHMENT 1

PROPOSED ADDITION TO THE A&S COLLEGE BY-LAWS

In cases concerning the fitness and possible dismissal of a tenured faculty member, the College of Arts and Sciences shall follow the 1958 AAUP Statement on Procedural Standards in the Faculty Dismissal Proceedings. The ad hoc Hearing Committee in charge of these procedures shall consist of four tenured faculty with the rank of Professor. To select the committee, the Executive Committee of the Arts and Sciences will present a slate of faculty names to the Faculty of Arts and Sciences for approval. The committee will be convened for the duration of the procedures.

ATTACHMENT 2

PROPOSAL FROM PSC SPRING 2015 TO CHANGE THE CIE DELIVERY STRUCTURE AND MODIFY ONE QUESTION

Following a series of discussions with faculty, staff and students, and a survey of best practices at peer and aspirant institutions, PSC proposes the following changes to the delivery of the Course Instructor Evaluations. While many of the components can be modified upon further discussion, due to a requirement in Banner, all CIEs in Holt, A & S and CPS courses must be completed by the same deadline to avoid situations where students in one school have their CIE period end prior to their courses in another school. Hence the requirement of clearly stated CIE dates in the syllabus as well as on Foxlink.

Specific items in the Proposal:

1. **Requirement for common open and close dates for CIE evaluation periods.** Holt and cross-listed A & S and CPS courses now carry the same CRN number. Since Holt typically ends 1 – 3 days prior to A & S and CPS, this situation resulted in non-Holt school student having fewer days than expected to complete the CIEs in the Fall 2014.
2. **CIE evaluation period extended to 21 days (3 weeks).** PSC unanimously agreed that 10 days was not sufficient to allow for completion of surveys. The majority preferred a 21 day window.
3. **Removal of daily email reminders.** Currently Rollins College emails the students who have not completed their CIEs at a rate of one email per day per class. PSC recommends ceasing this practice for a 3 semester period and re-evaluation the completion rates of the CIEs to determine whether the daily emails were effective.
4. **Remind students by email three times during the CIE period.** PSC recommends that students receive one email reminder about CIEs on the first day of opening, one email reminder at 15 days, one final email reminder on the day before the CIEs close.
5. **Grade release penalty.** PSC voted to keep the 10 day penalty for release of final grades for students that do not complete the CIEs.
6. **Faculty have to option to administer CIEs in class.** Faculty have always had this option, but are reminded that they can administer CIEs in class. If they choose to do exercise this option, faculty must remove themselves from the room.
7. **Required inclusion of a statement regarding CIEs in course syllabi.** To ensure all information is effectively and correctly conveyed to students regarding CIEs, PSC recommends that a short statement be required about CIEs in course syllabi:

Proposed language for Syllabus statement on Course and Instructor Evaluations (CIE)

At the end of each semester, students are asked to evaluate the course and instructor. These evaluations are extremely valuable in the teaching and learning process on our campus. Student evaluations help assess student perceptions of classroom learning and often lead to improved teaching. Your feedback is important and Rollins students are encouraged to be honest, fair, and reflective in the evaluation process.

The online evaluative survey is anonymous. Students are never identified as the respondent. Instead, each student's comments are assigned a random number. You will be asked to rate your course and instructor on a numerical scale and through narrative comments. Faculty may

choose to have students complete the CIEs electronically in class. If this option is exercised, faculty must remove themselves from the classroom during the CIE period allocated.

The online Course and Instructor Evaluation (CIE) process opens at 8:00 a.m. on the first scheduled date. It remains open for a period of 21 days (3 weeks) until 12:00 a.m. (midnight) on the final scheduled date. Due to system back-ups, evaluations are NOT available each night between 1:30 and 4:30 a.m. The evaluation period ends prior to the start of final examinations and faculty cannot access completed evaluations until 10 days after the end of final exams.

Students will receive one email at the start of the CIE period, one after the 15th day, and a final reminder the day before the CIE period ends. Students who complete evaluations for all classes will be able to view grades ten-days before students who do not complete an evaluation form.

Please note that independent studies, internships, and applied music courses (MUA) are excluded from the online process. Also excluded for confidentiality reasons are courses with enrollments of three or fewer students.

Evaluation Dates:

<<Dates of evaluations included here for each term.>>

8. Additional proposal to modify Question #3 in the CIEs

Several faculty members have experienced CIEs in which students answer “Yes” to Question 3, but do not explain their answer as instructed in Question 7.

Question 3 currently reads: *Did you experience or observe any discrimination or breach of professional ethics by the instructor? (If Yes, explain in question 7).*

Following discussion with the Deans’ offices as well as with Dr. Paul Harris in the Psychology Department, PSC proposes to modify Question 3 such that it will be an open-ended question: *If you experienced or observed any discrimination or breach of professional ethics by the instructor during this course, please describe your experience/observation:*

According to Dr. Harris, changing this question will not disrupt the reporting system as it “is not involved in computing any of the scales”.

Version: February 19, 2015

ATTACHMENT 3

PROBLEMS WITH COURSES TAUGHT FOR CREDIT BY PE

(Item tabled; to be picked up at 3-19-2015 EC meeting)

Found it, but I do not believe this policy in any way precludes the A&S policy which limits staff teaching. The policy link is:

<http://www.rollins.edu/human-resources/documents/policies/pay-practices/instructional-compensation-for-staff-hr7200.pdf>

"It does state that they teach on an adjunct basis unless their contract requires teaching, however, it requires their supervisor approval and that the "Dean reviews and confirms the staff member's teaching credentials and determines eligibility to teach and grants permission for an adjunct appointment in accordance with the College's Faculty Credentialing Policy, as well as adjunct faculty qualifications policies established by the faculties or academic departments of the College."

I can not find it in the handbook, but the February 28, 2008 minutes show the policy passed 49-11 with a paper ballot after extensive discussion.

"Academic Policy

Any course taught by an instructor who is not a tenured or tenure-track faculty member, for which a student receives either graded academic credit or more than one hour of academic credit without a letter grade, must be offered within an academic department or academic program of the Arts and Sciences, and the instructor must hold the credentials required under the guidelines of the Southern Association of Colleges and Schools to teach within that department or program, or be approved for an academic exception under SACS guidelines by the Department or Program and Dean of Faculty. Exceptions to this policy may be made for internships, where a student may be awarded up to four hours of academic credit (without an associated letter grade) for an internship outside of the context of a department or program during a semester."

Joan Davison

Joan Davison, PhD
Professor of Political Science
NCAA Faculty Athletics Representative
Rollins College
1000 Holt Avenue
Winter Park, FL 32789

From: Carol Lauer
Sent: Sunday, February 22, 2015 12:07 PM
To: Jill Jones
Cc: Joan Davison; Claire Strom; Bob Smither
Subject: Re: Staff Teaching Academic Courses

Sure, it can go on the agenda but AAC needs to check on the current policy first. It should be in

the handbook .

Carol

Sent from my iPhone

On Feb 22, 2015, at 11:27 AM, "Jill Jones" <jcjones@Rollins.edu> wrote:

Hi Joan--

I am glad to bring this to the EC's attention. I agree that there has been some slide in this area, and it seems consistent with our policy on the Physical Education classes. Carol, if you read to the bottom, Joan gives several examples but it seems mostly a matter of setting policy before we have a problem, no?

Can I get it on the next EC Agenda?

Thank you!

Jill C. Jones
Professor, English Department
Rollins College
Winter Park, FL
32789

From: Joan Davison
Sent: Friday, February 20, 2015 10:13 AM
To: Jill Jones
Cc: Carol Lauer; Claire Strom; Bob Smither
Subject: Staff Teaching Academic Courses

Hi Jill,

I am requesting that you as AAC chair bring to the EC an issue for the EC's interpretation. I believe the EC has the power to interpret current policy. The issue does not necessarily need to go to the A&S faculty. Nor does AAC need to discuss the issue. I am asking you, however, because you chair AAC and the matter deals with academic policy. I am copying Carol on the issue so she will be informed, as well as Clair because she is acquainted with some of the difficulties of the issue as General Education Director. I am copying Bob because he and I have discussed the issue as it relates to broader matters.

At the February 28, 2008 A&S meeting, the faculty passed the following policy:

"Academic Policy

Any course taught by an instructor who is not a tenured or tenure-track faculty member, for which a student receives either graded academic credit or more than one hour of academic credit without a letter grade, must be offered within an academic department or academic program of the Arts and Sciences, and the instructor must hold the credentials required under the guidelines of the Southern Association of Colleges and Schools to teach within that department or program, or be approved for an academic exception under

SACS guidelines by the Department or Program and Dean of Faculty. Exceptions to this policy may be made for internships, where a student may be awarded up to four hours of academic credit (without an associated letter grade) for an internship outside of the context of a department or program during a semester."

My concern is that it now is being argued that if a staff member is hired as an adjunct to teach a course, then the policy does not apply, because the staff member now teaches as an adjunct, not a staff member. I do not believe this is consistent with the intention of the policy, and I seek an EC interpretation. I believe the notion that staff members can be hired by administrators to teach courses as adjuncts circumvents the intention (and possibly even the letter) of the policy. It seems that if a staff member is a full time employee with the full range of Rollins' employee benefits then the policy should apply to the staff member even if she/he wishes to take off the "staff" hat and put on an "adjunct" hat. It seems the argument that staff members can teach graded courses for more than 1 credit if they do so as adjuncts then reopens the situation which this policy intended to end. Below is the rationale of AAC for the policy. It also was included in the February 28, 2008 minutes:

"Purpose: To ensure that all academic courses taught at Rollins College receive the support and oversight associated with being part of an academic department.

Issues:

- 1) Several courses are taught by staff members with no affiliation to an academic department. There is no departmental oversight or support structure for these courses.
- 2) Because of the nature of their employment, staff do not necessarily have academic freedom. (No one is accusing anyone of any impropriety, but the system allows for the possibility of administrative pressure influencing course content.)
- 3) This change will allow only tenured and tenure-track faculty to teach courses that do not have an academic departmental or programmatic designation. (According to the bylaws, all tenured and tenure-track faculty are members of a department.) Courses taught by anyone other than a tenured or tenure-track faculty member must carry a departmental designation or the designation of an academic program approved by the faculty (e.g. Women's Studies, Honors, RCC, students in 3-2 program, etc.).
- 4) Currently this change will affect very few courses, most of which will continue to be taught.
 - a. Administrators with courtesy faculty rank (e.g., Karen Hater, Jim Eck) are already associated with a department and hold the necessary credentials to teach within that department.
 - b. Courses taught by TJ's for a grade will revert to cr/nc. This was historically the case until very recently.
 - c. No IFT courses will be affected because they are all one-hour, cr/nc.
 - d. Leadership courses will revert to 1-hour cr/nc courses or will be taught within the context of an existing department.
 - e. INT 315A topics course (Pathways to College) will revert to a 1-hour cr/nc class.
 - f. INT 350 (Cornell Scholars), a 2-hour cr/nc course, will become an Honors course.
 - g. Internships are not affected.

h. INT 255P (Conquering the LSAT) will not be affected because it is team taught by tenured faculty.

i. Intercession courses will be reviewed in accordance with this change.

8

5) This change is “house keeping” that should be taken care of before curricular reform gets underway. It will ensure that courses are taught within the departmental structure of the College, but does not exclude innovative courses that are pioneered by tenured and tenure-track faculty who have the support of an existing department.

6) The Department Chairs have agreed to encourage the pairing of staff and faculty in the classroom to increase the availability of staff expertise in the academic environment. The Dean of the Faculty has agreed to support this effort.

(Department Chairs meeting, 29 Nov, 2007)."

Joan Davison

ATTACHMENT 4

LECTURERS, INSTRUCTORS AND PROPOSAL TO CHANGE THE HANDBOOK

The thought of the 4 years for Visiting Faculty is that if by the 4th year it is not turned in to a tenure track position then they can be turned into Lecturers. However, then this becomes an issue since Visiting faculty are hired at a higher salary than Lecturers so a downward adjustment would need to be made if the person wishes to stay. This could also be 5 years but I think running it right up to the 6th year is too risky for defacto tenure issues.

Maria

Maria Martinez

Associate VP for HR & Risk Management
Human Resources | Rollins College
407.646.2577 | mmartinez@rollins.edu

From: Bob Smither

Sent: Thursday, February 26, 2015 10:33 AM

To: Donald Davison; Carol Lauer; Maria Martinez

Subject: Re: De Facto Tenure for Lecturers and other Updates

Hi Don & Maria:

Here are my reactions to the three points.

1. I think making the non-TT quality of these positions explicit is a good idea. Regarding I.2, is it clear in any document that adjuncts will be evaluated? I think this is now required under SACS.
2. I am sympathetic regarding VAPs vs. lecturers. This is complicated, however, by the fact that lecturers are often a better "value" in terms of helping out with course demands. Perhaps some general guidelines (not rules) about when to use which would be helpful.
3. I'm not sure about VAPs and a four year rule. I understand the concern, but I hesitate at the prospect of letting someone really good go, doing a time consuming search, and coming up with someone not as good as the person we forced to leave. Could there be some flexibility around this?

Thanks to both of you for helping with these often confusing issues.

Bob



Robert Smither, Ph.D. Dean, College of Arts & Sciences Rollins College Winter Park, Florida
32789 (407) 646-2280 voice ** (407) 646-2445 FAX

From: Donald Davison <Ddavison@Rollins.edu> **Date:** Wednesday, February 25, 2015 4:44 PM
To: Carol Lauer <Clauer@Rollins.edu>, Information Technology <rsmith@rollins.edu>, Maria Martinez <MMartinez@Rollins.edu> **Subject:** De Facto Tenure for Lecturers and other Updates

Dear Carol and Bob,

I have three (3) issues to report.

I. Maria and I discussed her concerns regarding de facto tenure for the growing number of non-regular faculty (lecturer, instructor, artist in residence). I believe we agree that the easiest way to respond to her concerns is to modify the Faculty Handbook (see attachment) rather than amend the bylaws. Our suggestion is to change the "Lecturer" heading in the handbook (see page 22) to reflect the different categories of instructional personnel. Perhaps the section could be labeled "Lecturers, Instructors, and Artists in Residence." Within that section the following points should be included:

1. These classifications do not have tenure
2. These individuals are annually reviewed by their departments
3. If desired, we can define the classifications such as instructors normally have an MA, lecturers normally have the terminal degree, etc.

Finally, reappointment letters for these individuals should include a sentence that states the position is a non-tenure position that is renewed annually. (I think this is the current practice but we want to be certain).

Carol and Bob: Do either of you see any problems with this approach?

Maria—am I missing anything in my summary?

II. Carol and Bob—I think the increasing number of lecturers is an issue that needs discussion by the faculty and the EC. Currently, there are 21 lecturers and 6 Artists in Residence. I recognize that often these are useful positions and mutually agreed to between the individual and the College. At the same time, it seems to represent an encroachment on what is meant by the "faculty" and our role in participating in the future direction of the academic mission of the institution.

III. The bylaws allow for a visiting professor to be at the College for 6 years. This consists of an initial 3-year appointment and the option for a 3-year renewal. Maria would like that changed to a maximum of 4 years for a visiting position so we do not bump up against the de facto tenure threshold. Bob and Carol—is a 4 year max a problem for any departments? Do you see any problems with a 4 year max? Do you want me to follow up on this item?

Best,
Don