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The College of Liberal Arts Faculty Minutes

College of Liberal Arts Minutes and Reports

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9-18-2018

# Minutes, College of Liberal Arts Faculty Meeting, Tuesday, September 18, 2018

College of Liberal Arts Faculty, Rollins College

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**Agenda: Meeting of the Faculty of the College of Liberal Arts  
9/20/18**

1. Approve Minutes from May 2, 2018 CLA Faculty Meeting
2. Announcements
  - a. LMS Pilot
3. Committee Reports
  - a. Faculty Affairs Committee (c/o Chris Fuse)
  - b. Curriculum Committee (c/o Gloria Cook)
  - c. Executive Committee (c/o Ashley Kistler)
  - d. President's Report (c/o Grant Cornwell)
  - e. Provost's Report (c/o Susan Singer)
4. Business
  - a. Proposed Timeline for New Course Proposals and Changes to Majors/Minors (Attachment 1)
  - b. Compensation beyond Base Pay Discussion
  - c. Endowed Chairs: Role and Responsibilities



**Meeting of the Faculty of the College of Liberal Arts  
9/20/18**

**In Attendance**

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Agee; Anderson; Armenia; Balzac; Baranes; Barnes; Bernal; Boles; Boniface; Brandon; S.-E. Brown; V. Brown; Caban; Cannaday; J. Cavanaugh; Charles; Cheng; Chick; Chong; G. Cook; T. Cook; Cooperman; Coyle; Crozier; D'Amato; Davidson; Decker; DeLorenzi; Diaz-Zambrana; DiQuattro; Douguet; Ebin; Elva; Ewing; Fokidis; Forsythe; French; Frost; Fuse; Gerchman; Gilmore; S. Gonzalez Guittar; Grau; Greenberg; Gunter; Habgood; Hammonds; Devin Hargrove; Harper; Harwell; Houston; Hudson; Jones; Jubelt; KC Raghavendra; Kiefer; Kincaid; Kistler; Kline; Kodzi; Lewin; Lines; Mathews; Mays; McCall; McClure; McLaren; Mesbah; Mohr; Montgomery; Moore; Morris; Mosby; Musgrave; Namingit; Nichter; Niles; Nodine; Norsworthy; O'Sullivan; Paladino; Palow; Park; Parrish; Parsloe; Parziale; Patrone; Peng; Perez-Villa; Pett; Pieczynski; Pistor; Poole; Prosser; Ray; Reich; Riley; Roe; Russell; Sanabria; Santiago Narvaez; Schoen; Simmons; Singer; Smaw; St. John; P. Stephenson; Stone; Summet; Svitavsky; Tatari; Teymuroglu; Tillmann; Tome; Vander Poppen; Voicu; Walton; Warnecke; Wellman; Williams; Wilson; Witmer; Yu; Zhang

**Announcements**

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*Meeting started at 12:33 pm.*

**LMS Pilot: Amy Sugar (Director of Instructional Design & Technology)**

I would like to provide an update on the Learning Management System comparison taking place this fall. As previously mentioned, Blackboard is putting 80% of their development resources towards a newer product called Ultra. We are trying to be proactive by conducting this comparison. This fall, 19 faculty are teaching one or more of their courses in Canvas or Ultra. Twenty-six classes and 460 students are involved in this pilot, which includes representation from CLA, Holt, and Crummer.

The LMS pilot will continue through the fall term. The LMS selection committee will meet in early spring 2019 to review the feedback collected during this pilot and make a recommendation as to which LMS Rollins should adopt.

There are a couple of opportunities for you to get involved in this comparison: You may request a sandbox course in Canvas or Ultra by contacting Amy Sugar or the IT Help Desk. There will on-campus vendor demos of Canvas and Ultra that will take place in November.

More information about this comparison, including the timeline and the names of pilot faculty, is posted on the Rollins website at [www.rollins.edu/lms](http://www.rollins.edu/lms). If you have any questions, please contact Amy Sugar or Troy Thomason.

**Sandspur: Leslie Poole (faculty advisor), Greg Golden (general manager for student media), Ellie Rushing (editor in chief)**

An update on the evolution of the Sandspur, our weekly newspaper with a staff of fifteen, was provided. Noted is a redesign of content and message based on internal reflection and workshops with outside editors. The faculty and staff promote a model of advising and support for persistence, fact finding, critical thinking, and professional journalism standards. Faculty are encouraged to support the Sandspur by writing op eds, speaking with student reporters, advising student to participate, using as a teaching tool, and accessing the digital archives. The Sandspur actively welcomes feedback to improve the paper to be as inclusive as possible for our community.

## **Committee Reports**

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### **Faculty Affairs Committee: Chris Fuse**

FAC has been discussing the results of the other forms of compensation survey and colloquium. We will be looking into the compensation policies used for Independent Studies, as a number of faculty expressed concern about the levels of work I.S. require and the inadequate pay.

FAC met with Susan Singer and Meghal Parikh to discuss a salary equity study focused. The study would focus on salary equity in terms of gender and race. This study is in line with the Faculty Compensation Philosophy.

In addition to examining our system for other forms of compensation, FAC is working to develop a policy for selecting and evaluating endowed chairs and developing a lecturer policy for promotion to senior lecturer.

### **Curriculum Committee: Gloria Cook**

CC approved a proposal to revise the German Minor map. The approved proposal gives students more flexibility in taking 2 or 3 credit hour courses instead of the current 4-hour courses. The total credit hours remain at 24.

CC worked closely with the Register and approved a set of guidelines for submission of new courses and revisions of major/minor maps. These guidelines also include recommended submission dates.

CC is currently reviewing position requests. We are planning to send Departments formative feedbacks that they might be able to use to strengthen their cases for EC and the Provost

### **Executive Committee: Ashley Kistler**

The EC has filled vacancies on CC and FEC and nominated CLA reps to the Holt Dean Search Committee.

A process for reviewing position requests for unexpected vacancies was developed, setting a deadline for VAP requests for September 15 deadline.

A preliminary report from the Tenure and Promotion Review Working Group was discussed including the initial finding for several of the charges and the timeline for the remaining charges.

Sam Stark provided a draft of Social Media Guidelines and answered questions.

EC unanimously approved the CC proposed timeline for changes to majors/minors and new course proposals to be discussed today.

**President's Report: Grant Cornwell**

President Cornwell provided comments about three somewhat somber and unresolved items.

(1) Regarding the shelter in place on Monday, September 24, 2018 due to a shooting near campus, the media connected the event with Rollins in a manner which heightened anxiety. He is grateful and respected how quickly the campus went empty and silent in compliance of protocol. Our campus commitment to developing procedures in emergency situations and improving our responses is impressive. He emphasized that there is latitude in academic settings but these alerts are not optional and we must react and behave professionally. Feedback from students and parents was primarily positive but some were concerned about faculty behaving in ways outside of the protocol. Ken Miller (Assistant VP of Public Safety) was introduced to answer any questions at that time.

**Bill Boles:** Expressed concerns about being in a building that can't be locked from the inside, specifically citing Orlando Hall.

**Ken Miller:** Replied that the question had been raised before and faculty/staff should let campus safety know so they can work at securing the building or identifying a safe space within.

**Martha Cheng:** Noted the issue of visitors on campus, such as the construction workers, and how to inform them of the situation.

**Ken Miller:** Replied that it is not easy for any campus and facilities should work with the contractor responsible. He added that bookstore and Sodexo staff workers do receive the alerts. Conversations are ongoing with Troy Thomason (CIO, Assistant VP of Information Technology) about locations not reachable by our alert system, such as the dance studios and athletic facilities. There is potential for the addition of alert panels and speaker to the lightning detection pole voice to cover Mills Lawn and Cahall-Sandspur Field.

**Deborah Prosser:** Reported that at Olin people walked in midway through, including a recognized community patron, and asked if deadbolts should be locked sooner rather than later.

**Ken Miller:** If the building is secured by an RCard reader that it will automatically default to RCard access, otherwise lock the building.

**Leslie Poole:** Reported that adjuncts can't get into Foxlink to be added to the alert system.

**Ken Miller:** The PAF's were sent by, I believe the Holt School, the week before to HR. Last week, HR was in the process of inputting them into Banner. What I would need is for the PAF's to be submitted earlier than the 3<sup>rd</sup> week of the AY. I don't have control over the data before it gets sent to HR, so this process – administrative? Holt? Etc. would need to be sped up. In speaking with Troy Thomason, we cannot do much to expedite the process or pull from a different list until the information is submitted to HR.

For further questions reach out to Ken Miller.

(2) A number of incoming students arrived with a bursar's hold for balances. In an effort to be compassionate rather than disable the students academically holds were lifted so that they might register for classes. Now several can't meet balances. Financial aid has done all that can be done in terms of financial packages and for these already thriving students we recognize that Rollins is a dream. We are working with students/families as to what is in their best interest. We have reached out to Valencia with a pipeline for those who can't afford Rollins and a few have done this. Holt has been presented as an option but isn't always a good solution. For the November registration some of these students might have a bursar's hold. It is a very complicated situation and debt can be a tremendous burden for life. Rather than the normally prorated departure, for these students we are not doing this but providing a full refund. As you are advising reach out to the financial aid office for assistance.

(3) A Christian group has asked to be recognized by the College during the previous academic year. This is complicated based on the prior issues with Intervarsity Christian Fellowship and their strictures on leadership positions violating the College's Non-Discrimination Policy. He continues to engage in conversations about the decision but has not found clarity.

**Provost's Report: Susan Singer**

Work is underway to seek the next Dean of the Holt School. The search firm of Isaacson, Miller, has been contracted and has completed their campus scoping visit. In the coming weeks a complete list of search team members will be released with a candidate description document. Faculty are encouraged to spread the word to interested candidates. There will be little additional information between now and the end of the semester. Members will have signed confidentiality agreements. After airport interviews are used to narrow the candidate pool, three will be onsite in January.

**New Business**

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**Ashley Kistler:** Asked for a clicker vote to determine if quorum (70 members) was met. There were 110 faculty present.

**Motion:** *Proposed Timeline for New Course Proposals and Changes to Majors/Minors*

**Moved:** Jana Matthews

**Seconded:** Brian Mosby

Please keep in mind the following recommended submission dates for changes effective in the 2019-2020 academic year:

- New Course Subcommittee will review new course proposals on a rolling basis until the end of the fall semester.
- Changes to major/minor maps should be submitted by January 30.
- Proposals submitted and approved after the above dates will be effective in the 2020-21 academic year.

**Debate: Gloria Cook**

The Registrar's Office will be moving to a new curriculum and catalog software with the ability to create and store personalized versions of schedules which will be helpful to students and advisors.

Other schools (~350) currently use it. By following the recommended timeline it will allow for a single year catalog. RCC and RFLA submissions will continue to be sent first to the Associate Dean of Curriculum. Faculty are encouraged to develop courses at any time but consider if it is submitted outside the timeline it might be best to teach the class as a topics course the first time.

**Mike Gunter:** Does this apply to Holt?

**Gloria Cook:** I think so.

Approved by Clicker Vote (Yes – 104, No – 4, Abstain - 3)

**Discussion:** *Compensation Beyond Base Pay*

**Debate:** Chris Fuse and Ashley Kistler

The following information for compensation was presented as a series of slides in response to questions from the retreat and FAC colloquium and to help contextualize the discussion.

1. Stipends as Compensation

- department chair (choice between stipend or course release)
- program director
- teaching in RCC/rFLA/Honors
- awards
- workshop participation
- endowed chair

2. Course Release as Compensation

- department chair (choice between course release or stipend)
- program director (INB, SWAG, ENG 140)
- administrative duties
- successful midcourse review/pre-tenured faculty release
- faculty president
- curriculum committee/faculty affairs committee chair
- FEC members
- journal editors (sometimes)
- endowed chair

3. Overload Data 2016-2017

Division	Semester Hours - Full Course Overloads	Compensation - Full Course Overloads	Total Semester Hours Overloads	Total Overload Compensation
Expressive Arts	32	\$26,750	65	\$55,038
Humanities	92	\$43,975	150	\$98,567
Science and Mathematics	50	\$32,100	112	\$83,916
Social Sciences	12	\$11,750	43	\$40,113
Social Sciences (Applied)	56	\$43,575	86	\$67,763
Business	48	\$46,050	49	\$47,050
<b>TOTAL</b>	<b>290</b>	<b>\$204,200</b>	<b>505</b>	<b>\$392,447</b>

#### 4. Independent Study Data 2016-17

Policies: For CLA, the first 16 hours of Independent Studies are “on load.” Anything over those 16 hours is paid at the rate of \$250 per 4-credit independent study. Paid in April of each year. Holt pays for all independent studies as a rate of \$300 per 4-credit hour independent study.

Academic Year	Total Credit Hours	Total Number of I.S.'s	Number of Faculty Compensated	Total Compensation for the year
2016-17	875	248	29	\$ 12,269

**Fiona Harper:** Asked for clarification for which workshop participants are paid.

**Ashley Kistler:** Responded with examples including the ethics competency and writing across the curriculum. She noted that data is from 2016-17 so there may be changes.

**Deb Wellman:** Noted payment for the new course redesign workshop.

**Socky O’Sullivan:** In regards to the overload data asks for clarification on who is included.

**Ashley Kistler:** Clarified that it is full time faculty and does not include in instructional staff.

**Mike Gunter:** Does this include adjuncts?

**Ashley Kistler:** No.

**Chris Fuse:** Asks for comments regarding the right size/pay for independent study pay data.

**Ashley Kistler:** Notes this is an open discussion for different the different scenarios presented at the faculty retreat and colloquium. Are we satisfied with the status quo or seek a different model?

**Chris Fuse:** FAC is looking to understand other forms of compensation and considering how to make them equitable so that everyone has a chance if they so choose.

**Fiona Harper:** Noted that she thought for independent studies with students that were 4 credit hours that you had to do seven to be paid.

**Ashley Kistler:** Noted the policy is in the Faculty Handbook (Karla Knight confirms) and she should speak with Karla about concerns from previous semesters.

**Discussion:** *Endowed Chairs: Role and Responsibilities*

**Debate:** Chris Fuse and Ashley Kistler

*Endowed Chairs: Role and Responsibilities*

- (1) What is the purpose of an endowed chair?
- (2) What role should endowed chairs play in the College?



(3) What constitutes a successful endowed chair?

(4) By what metrics should an endowed chair be evaluated for renewal?

**Chris Fuse:** Before FAC can craft a proposed recommendation policy there is a need to determine what is the purpose of the endowed chairs. In speaking with various people there are differing thoughts.

**Ashley Kistler:** FAC was asked to develop a process and create a draft proposal. There will be more discussion opportunities and FAC is talking with administrators and current endowed chairs.

**Lee Lines:** Endowed chairs should encourage faculty to be innovative and expand current work.

**Jana Matthews:** Asked a question about the history of the body of Cornell endowed chairs in terms of the ethos and guidance for selection.

**Ashley Kistler:** Stated she had no idea and called on a senior faculty member, Socky O'Sullivan, for his perspective.

**Socky O'Sullivan:** Suggests we question what role should endowed chairs play outside the College, in the community and the profession in terms of research. Our peer and aspirational institutions should be examined. The Cornell endowed chairs date from when Rita Bornstein was president as a way to do something about salary, budget relief. There were ten endowments in her presidency which could be used and then faculty would have raises across board. But then added new faculty positions were added instead. At one time endowed chairs met with the president and provost as most were senior with institutional knowledge.

**Jill Jones:** Is currently serving on FAC and wondered about the number of colleagues expressing concern. She asked that those serving on FAC be identified so people can talk with them. She asked if it is an earned honor or reward in a carrot/stick type model.

**Ashley Kistler:** Asks those on FAC to stand up.

**Mike Gunter:** Agrees with the second question and the role of commitment to service. He cautions against overemphasis as endowed chairs should not be overburdened with service as it is a reward for more scholarship time.

**Ashley Kistler:** Wishes to go question by question, viewing the purpose as a reward or honor earned.

**Lisa Tillman:** Notes her agreement with Jill Jones and states an additional purpose is to help recruit a senior person from the outside, citing the hire of Jennifer Cavanaugh to the theater and dance department.

**Jana Matthews:** In addition to scholarly achievement, excellence in teaching should serve a more active role.

**Chris Fuse:** Asks about the role of endowed chairs in the College.

**Ashley Kistler:** There has been a brief conversation about not seeing a service expectation but having leadership roles on campus. Not necessarily a committee or task, but leading in the community in many forms.

**Chris Fuse:** Not just in the College, but endowed chairs are external ambassadors for the College.

**Ashley Kistler:** Asks about the leadership opportunities, putting aside those chairs (such as the Maher) with associated responsibilities.

**Chris Fuse:** Asks does everyone know who the current endowed chairs are.

**Tonia Warnecke:** Wanted to note that a 'check the box' approach to selecting endowed chairs is not sufficient; it should be more than the number of publications or awards, or status outside the organization. They should represent the values and mission of the institution. They should treat others with respect and serve as aspirational examples, which is harder to quantify but is very important.

**Margaret McLaren:** Agreed with Tonia Warnecke about looking at endowed chairs as role models. In addition to being in multiple leadership roles, they have acted as sounding boards, and counsel of leadership to previous administrations. Many chairs also act as mentors in an ongoing way, reading junior colleagues work and grant proposals, and connecting them to colleagues outside the institution, including editors and publishers. To Jana Matthews point, McLaren noted that in serving on other award selections committees such as the CDFa, and serving on the FEC, just as in these situations the criteria for endowed chairs is excellence in all three areas.

**Ashley Kistler:** Asks what is a successful chair and what are the metrics for renewal. Notes Chris Fuse was correct in combining questions 3 and 4 on original slide.

**Robert Vander Poppen:** Adds that one metric should be about the experimental, taking a risk in teaching and/or scholarship.

**Ashley Kistler:** Comments about tying success with innovation.

**Alice Davidson:** States that while psychology as a department has not had an endowed chair, to Jana Matthews point about the importance of teaching she is curious as to why they are released from teaching. As a reward and honor should they be partnering with Nancy Chick to share with the campus.

**Lisa Tillmann:** Rollins Action Network was behind the push to allow applications and nominations for endowed chairs and the big cash awards at graduation. Several big cash awards have been given to those already holding endowed chairs. This brings a mixed feeling, as endowed chairs are likely excellent in all three areas, but the playing field is not level. Endowed chairs, particularly those who have held them for some time, have a big advantage due to release time and research funding. I would like us to have a conversation about whether endowed chairs should be held to a different standard.

**Chris Fuse:** Notes that FAC is looking at both endowed chairs and awards.

**Ashley Kistler:** Asks if there are other questions.

**Eren Tatari:** Are we looking at changing lifetime appointment of endowed chairs?

**Chris Fuse:** Reiterate all FAC does is policy recommendation for transparent system that represents the views of faculty.

**Ashley Kistler:** Clarifies that the question is really asking about term limits.

**Chris Fuse:** Currently they are five year renewable. Looking at benchmark schools for how long or if it is forever.

**Kathryn Norsworthy:** Is thinking about the metrics including excelling in research and representing the College outside of Rollins, excelling at teaching, providing meaningful service, consistency with tenure and promotion criteria. Asks if we not hearing from people who are uncomfortable with those in room holding chairs and would it be helpful for information about current chairs. What they have they been doing in all areas, how evaluations have taken place and thinking about how to make contributions.

**Chris Fuse:** Reiterates that people can contact him for private conversations.

**Rich Morris:** Comments that some of the endowed chairs are privately funded and for the smaller older ones, not sure if they were given the same weight when named and are they under the umbrella.

**Chris Fuse:** FAC is looking at everything, including potential inequalities and differences.

**Ashley Kistler:** Chris Fuse has been reading all donor documents, so FAC recommendations will be in line with donor agreements.

**Yudit Greenberg:** The assumption behind the question is that endowed chairs are similar to Cornell Distinguished Faculty Awards, in other words, faculty can nominate, be evaluated, then made endowed chairs. This raises the question: are we changing the definition of endowed chairs and how ours are looked upon in comparison to other institutions. This is an important question to start with.

**Chris Fuse:** Agrees.

**Yudit Greenberg:** If we start with the definition of an endowed chair, the purpose of an endowed chair would come afterwards. My understanding is that at other institutions an endowed chair is an award bestowed by the president with consultation with the provost. I have not heard of an application process. To reiterate, we need to research what our peer institutions are doing. I am not aware of other institutions where a faculty committee reviews process or decision.

**Chris Fuse:** Endowed chairs are part of the compensation philosophy which is why we are discussing the issue.

**Ashley Kistler:** This was a motion from the floor as part of philosophy so that is why we moved to a nomination process and doesn't change the honor of the chair. It is a different way of achieving the

status.

**Socky O’Sullivan:** Notes older chairs don’t have money to cover contemporary salaries. Traditionally, we are unusual with endowed chairs for teaching. They represent strengths in all areas, but scholarship *sine quo non*. To Lisa Tillman, my sense is that endowed chairs get a disproportionate number of the Bornstein scholarship award, not exclusive but more likely, and not true of the other major awards.

**Ashley Kistler:** This is an ongoing discussion. Are there any final comments or questions?

### **Motion to Adjourn**

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**Moved:** Ashley Kistler

**Second:** Chris Fuse

**Approved by Voice Vote at 1:41 pm.**

## ATTACHMENT 1

### CLA and Holt Submissions to Curriculum Committee Course Proposals and Major/Minor Map Changes

Submit proposal to the Chair of Curriculum Committee and copy Student Records ([studentrecords@rollins.edu](mailto:studentrecords@rollins.edu)).

For changes to major/minor map, please include:

- A clear explanation of changes with rationale
- Red line edits to catalogue copy
- Red line edits to current major/minor maps
- Any relevant new course proposals (will be reviewed by New Course Subcommittee first)

For new course proposal, please complete a [new course proposal form](#).

Please confirm with the Registrar that the requested course number is available.

Submit RCC, Honors, and rFLA course information to the Associate Dean of Academics.

Please keep in mind the following recommended submission dates for changes effective in the 2019-20 academic year:

- New Course Subcommittee will review new course proposals on a rolling basis until the end of the fall semester.
- Changes to major/minor map should be submitted by Jan 30.

Proposals submitted and approved after the above dates will be effective in the 2020-21 academic year.

Faculty who submit course proposals after the fall semester may still offer a topics course in the following academic year. Please remember that a course may be taught twice as a topics course before approval by the New Course Subcommittee for addition to the catalogue.

For new or substantive changes to majors/minors/programs, please refer to Rollins guidelines for [Creation, Revision, and Closure of Academic, Non-Credit, and Collaborative Programs](#). Per this document, when considering new academic programs, departments/individuals are “strongly encouraged to meet with the appropriate faculty governance body (if required), Dean(s), and Vice President for Academic Affairs and Provost (VPAA/Provost) as early as possible in the development process to discuss program changes, resource needs, and substantive change documentation, as required.