



AGENDA & MINUTES
Department Chairs & Program Coordinators Meeting
Tuesday, September 7, 2021
12:30pm – 1:45pm
Dean Cavanaugh's Webex Room

NOTE: These minutes were taken by Kaitlyn Harrington on September 7th. They were approved by Susan Rundell Singer, Donna Lee, Jennifer Cavanaugh, and Stephanie Henning before being distributed by Kaitlyn Harrington to all 2021-22 Department Chairs and Program Coordinators on September 15th.

MEETING TIME: 12:32pm – 1:48pm (76mins)

ATTENDANCE:

The following colleagues were present: Barry Allen, Mark Anderson, Dexter Boniface, Shan-Estelle Brown, Sharon Carnahan, Jennifer Cavanaugh, Nancy Chick, Daniel Chong, Denise Cummings, Hannah Ewing, Bobby Fokidis, Matthew Forsythe, Elke Framson, Todd French, Marisa Fuse, Mattea Garcia, Robin Gerchman, Zackary Gilmore, Kaitlyn Harrington, Stephanie Henning, Scott Hewit, Ashley Kistler, Karla Knight, Emmanuel Kodzi, Donna Lee, Lee Lines, Andrew Luchner, Jennifer Manak, Amy McClure, Susan Montgomery, Anne Murdaugh, Ryan Musgrave, Rachel Newcomb, Matt Nichter, Nancy Niles, Derrick Paladino, James Patrone, Tim Pett, Paul Reich, MacKenzie Moon Ryan, Steven Schoen, Rachel Simmons, John Sinclair, Susan Rundell Singer, Eric Smaw, Janette Smith, Valerie Summet, Kathryn Patterson Sutherland, Patricia Tome, Robert Vander Poppen, Martina Vidovic, Tonia Warnecke, Li Wei, Jie Yu

The following colleagues were not present: Vidhu Aggarwal, Gloria Cook, Whitney Coyle (*on leave*), Don Davison, Yudit Greenberg (*celebrating a religious holiday*), Kevin Griffin, Phil Kozel, Jana Mathews (*mtg conflict*), Daniel Myers, Thomas Ouellette, Kasandra Riley, Steven St. John, Anne Stone

TOPICS:

- I. **Welcome & Agenda for 2021-22** Jennifer Cavanaugh, *Dean of Faculty*
 - a. After seeking approval of all participants, this meeting was recorded ([click here](#))
 - b. Dean Cavanaugh welcomed all Chairs/Coordinators and thanked them for their service during the 2021-22 academic year
 - c. Dean Cavanaugh provided a snapshot of various needs/requests for Chairs and Coordinators via a PowerPoint presentation
 - i. rFLA and other gen ed courses
 1. Projected need for rFLA courses in Spring 2022:
 - a. Science Division – (4) 200S

- b. Humanities Division – (2) 200H & (2) 100H
 - c. Social Sciences Division – (2) 200C
 - d. Arts Division – (3) 200A & (3) 100A
 - e. All Divisions – (5) 300-level
 - f. Total – (21) courses needed
2. Dean’s comments/answers to questions asked:
 - a. Please look at your department’s/program’s scheduling matrix for Spring 2022 to fill these gaps
 - b. Remember that we have a commitment to offer these courses, just as we have a commitment to offer classes in the major
 - c. Assoc. Dean Kistler will be providing historical data re: under-enrolled courses, if a course should be offered as a 200-level instead of a 100-level, etc. to chairs/coordinators soon
 - d. Dean Cavanaugh will ask Assoc. Dean Kistler to look at the distribution of 300-level rFLA courses, since some divisions are smaller than others
 - e. It is preferred that full-time faculty members teach rFLA courses before long-term adjuncts do
- ii. Three-year plan
1. All Chairs and Coordinators to complete a three-year plan for academic years 2022-23, 2023-24, and 2024-25 and submit to the Dean’s Office by January 15, 2022
 - a. Key word: **plan**; this is not set in stone
 2. The task is to list which courses will be offered which semesters
 - a. Details such as days/times, who’s teaching it, the exact course title, etc. may come later
 3. Please schedule in the following priority order:
 - a. Major/minor courses
 - b. (1) gen ed – rFLA, RCC, Honors, Holt gen ed – course per full-time faculty member
 - c. Electives
 4. Think big picture:
 - a. Which courses need to be offered more or less frequently?
 - b. Which courses historically have low enrollment numbers?
 - c. Where do sabbaticals fall? ([click here](#))
 - d. Do we have anyone retiring?
 5. Intersession and/or Maymester course ideas may be included, but please place them in their own column outside of the matrix
- iii. Adjuncts and overloads
1. Current budget is half of what it was pre-COVID
 2. Currently have 24 visitors this academic year, on 4/4 loads
 3. Please continue to be stingy with adjuncts/overloads in CLA
 4. rFLA should be delivered on load; if overload is necessary, please work with the Dean’s Office
 5. If a course is cross-listed between CLA and Holt: Dean Cavanaugh, Dean Sanders, and Karla Knight work together to determine which budget is impacted

- a. Consider this: are you cross-listing the course because you really need CLA seats or is it legitimately part of Holt's curriculum?
 - iv. Short-term position requests
 - 1. Request a short-term sabbatical replacement by emailing jcavanaugh@rollins.edu the following:
 - a. Who is on sabbatical?
 - b. How long will they be on sabbatical?
 - 2. Rule of thumb – (2) full-time faculty on sabbatical = (1) Visiting Assistant Professor or VAP
 - a. Sometimes (1) full-time faculty member on a full-year sabbatical has specialized teaching that a VAP can be justified since other colleagues cannot cover their classes
 - b. By looking ahead, some departments have proposed a 2-year or 3-year VAP to cover multiple colleagues' sabbaticals
 - v. Culture of equitable evaluation
 - 1. Rooted from the most recent COACHE survey results
 - 2. Conversations in each department/program are encouraged
 - 3. Everyone (especially those serving on CEC's) should read through the Endeavor Center's resource re: Peer Evaluation of Teaching ([click here](#))
 - 4. Remember that bias forms out of procedure, not people
 - vi. Departmental culture
 - 1. Priority of Dean Cavanaugh's due to the results from the recent COACHE survey, especially comments from non-tenured faculty members
 - 2. Examine your department's culture and think about the following:
 - a. How would you describe your department culture?
 - b. How would your most senior member describe your department culture?
 - c. How would your newest members describe your department culture?

- II. **Long-Term Position Requests** Susan Singer, *Provost & V.P. for Academic Affairs*
 - a. The College recognizes that hiring tenure-track faculty is essential
 - b. Number of full-time faculty in CLA and Holt at the start of the fiscal year
 - i. FY2021 or AY2020-21 = 182
 - ii. FY2022 or AY2021-22 = 201 (primarily visitors)
 - c. FY2023 or AY2022-23's budget
 - i. Ed Kania and his team are working on it
 - ii. The Board of Trustees will set tuition at their meeting in October 2021
 - iii. The final budget is set in May
 - iv. Please note that and faculty pool will likely remain the same the next few academic years
 - d. President Cornwell and Provost Singer cannot repopulate all searches, but plan to relaunch searches for a limited number of tenure-track positions for AY2022-23
 - i. The goal is to increase the number of tenure-track lines and reduce the number of Visiting Assistant Professors (or VAPs), while retaining sufficient visitor lines to support sabbaticals
 - ii. Current VAPs are invited to apply as tenure-track positions open, but we will not be converting VAP to tenure-track lines

- e. The overall goal is to offer a rich curriculum with as many great professors in the classroom as possible
 - i. Student to faculty ratio remains around 11 ½ : 1, and we'll know better after our data lock on the first Friday of October
 - ii. Ideas/strategies may be sent to Provost Singer and Dean Cavanaugh
- f. Dean Cavanaugh invited Provost Singer to the next Dept. Chairs Mtg to continue this conversation

III. **Message from Student Affairs** Donna Lee, *V.P. for Student Affairs*

- a. Donna Lee looks forward to connecting and collaborating to create a dynamic learning experience for Rollins students
 - i. She is willing to join divisional/departmental meetings or meet with you 1:1
 - ii. Please email her at dalee@rollins.edu
- b. The last seven weeks, Donna has immersed herself in the division of Student Affairs – its people, programs, resources, and services – which resulted in the following more immediate priorities:
 - i. Mental health
 - 1. Early data reveals that the current on-campus structure and staffing is not meeting our students' needs, especially with the need increasing this academic year
 - 2. Donna is working with Connie Briscoe to assess the current structure, staffing, and resources of the Wellness Center
 - a. They are developing a salient plan to address student mental health needs
 - b. In the meantime, we will find ways to onboard temporary counselors and case managers
 - 3. Donna is also partnering with Pennie Parker and the NCAA to bring on a sports psychologist/nutritionist, since 20% of the current student population are athletes
 - 4. Additional thoughts:
 - a. After-hour care (such as a 24/7 phone line) is needed
 - b. Staggered staffing to offer more opportunities to students
 - c. A designated space for BIPOC students
 - d. Yoga, meditation, music, movement, dance, etc.
 - e. Training and education initiatives for all Rollins Community Members
 - f. Designating a campus-wide task force to obtain a deeper understanding of mental health on-campus
 - ii. Diversity, equity, and inclusion
 - 1. Current structure for DEI in Student Affairs is not effective nor sustainable; Abby Hollern currently shoulders a dual role in student involvement/engagement and in diversity/inclusion
 - iii. Residential life
 - 1. Research shows that living on-campus greatly benefits students
 - 2. The recent addition of Lakeside allows for the majority of Rollins students to live on-campus

3. Timing is right for a master plan for residential life, ensuring that our residential program and its facilities are aligned with our culture of excellence
- iv. Donna will continue assessment of the division of Student Affairs – its people, programs, resources, and services – to ensure it is aligned with the College’s mission and emerging student needs

IV. **Chairs’/Coordinators’ Questions re:**

- a. Administrative Support for Departments
 - i. Dean Cavanaugh will provide more of an update at our next Dept. Chairs Mtg
 - ii. Nothing is happening at the moment besides the Dean’s Office starting the conversation with Administrative Assistants about how their job descriptions could be rethought (since many of them have not changed in 15+ years)
 1. Examples of recent job description changes:
 - a. Karen Crain serves the entire Business division
 - b. Kaitlyn Harrington is the Executive Assistant to both Dean Cavanaugh and Dr. Nancy Chick
- b. Senior Lecturers/Artists-in-Residence
 - i. Since voting online was not successful, the Executive Committee decided the vote will be brought back up once we are meeting in-person again
 - ii. Please vote “yes” so those evaluated last AY, this AY, and beyond may receive the rise and title promotion they deserve
- c. 140-Credit Hour System
 - i. Curriculum Optimization Task Force is still working on this
 - ii. Division Representatives are encouraged to speak with departments about this system and the opportunities and challenges it may create
- d. Campus Clear App
 - i. All Rollins Community Members (or faculty, staff, and students) are strongly encouraged to utilize the CampusClear app
- e. Bottled Water
 - i. Removal of bottled water due to increase in hydration stations

V. **Registration Q&A** Stephanie Henning, *Registrar*

- a. Resources available to you:
 - i. An email sent by the Registrar’s Office re: deadlines for finalizing the Spring 2022 schedule
 - ii. Dean’s Office RPublic site ([click here](#))
 - iii. Divisional exceptions ([click here](#))
 - iv. Online catalogue ([click here](#))
- b. Friendly reminder that topics courses are meant to be taught once or the faculty member receives approval to teach it on a regular basis
- c. Changes to the major/minor maps are needed by January 30, 2022 so the Curriculum Committee may work through any changes and roll up to Executive Committee (if necessary)