

3-13-2018

## Minutes, Crummer Graduate School of Business Faculty Meeting, Tuesday, March 13, 2018

Crummer Graduate School of Business Faculty

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### Recommended Citation

Crummer Graduate School of Business Faculty, "Minutes, Crummer Graduate School of Business Faculty Meeting, Tuesday, March 13, 2018" (2018). *Crummer Graduate School of Business Minutes and Reports*. 103.  
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**Roy E. Crummer Graduate School of Business  
Rollins College  
Crummer Faculty Meeting Agenda**

**March 13, 2018  
Room 107  
11:30am – 1pm**

**Approval of Minutes.....Deborah Crown**

**Staff Transitions.....Deborah Crown**

**Curriculum Committee.....Halil Kiymaz**

**Proposal: Accommodations for Students for GCPs/IBEs.....Jim Johnson**

**Update Regarding the Pace of the Curriculum.....Bill Seyfried**

**Report from Curriculum Evaluation Task Force.....Keenan Yoho**

**Other Business.....**

**Meeting Adjourned.....Deborah Crown**

**Roy E. Crummer Graduate School of Business  
Rollins College  
Crummer Faculty Meeting Agenda  
Minutes**

**March 13, 2018**

**Room 107**

**11:30am – 1pm**

**Those Present:** Nana Amoah, Mary Conway Dato-on, Henrique Correa, Bill Grimm, Kim Jentsch, Jim Johnson, Mark Johnston, Halil Kiymaz, Tracy Kizer, Misty Loughry, Greg Marshall, Craig McAllaster, Kyle Meyer, Tim Ozcan, Bill Seyfried, Koray Simsek, Keith Whittingham, Keenan Yoho, Lynda Boyce, Jackie Brito, Pam Clark, Deborah Crown, Millie Erichsen, Steve Gauthier, Craig Kaufman, Mike Kazazis, Margaret Linnane, Wes Naylor, Eric Scalamonti, Carlene Sterling, Jane Trnka

**Approval of Minutes.....Deborah Crown**

- **Approved by Faculty**

**Staff Transitions.....Deborah Crown**

- Dawn, after a decade, will be leaving Friday March 16<sup>th</sup> in the office and working remotely until the end of the fiscal year in May. We will have a farewell after the Alumni Board meeting on Friday at 9:30, and will celebrate her further during Alumni weekend. Well wishes to Dawn
- Marketing has taken on Events and Mike will be stepping in to help with the flow until replacements for Dawn and the Assistant position is filled.
- Also, Millie will be leaving, April 6<sup>th</sup> to go to UCF. Her farewell will be on April 4<sup>th</sup> at 4:30. A search is underway for her replacement.
- Keenan Yoho has received tenure. Congrats to Keenan

**Curriculum Committee.....Halil Kiymaz**

- ICE change – Eliminate the leadership track of ICE and proposing the re-establishment of the Certificate in Leadership provided by our Leadership Center to replace it.
- Course name changes
  - FIN601: change from “Advance in Financial Management” to “Applied Financial Management”
  - MKT621: change from “Customer Insights: Quantitative Methods” to “Customer Insights: Survey Research”
- Designation changes
- Concentration changes
  - (accepted by faculty in the respective disciplines)

**All changes were approved by the Faculty**

**Proposal: Accommodations for Students for GCPs/IBEs.....Jim Johnson**

- **Crummer Policy for week 4 travel courses**
- **The old curriculum had project week when all classes traveled. The new curriculum does not have this built in week so they are taking classes as they travel.**
- **Travel on week 4 should not have extra work on this week**
- **Should we be concerned about SACS or AACSB reacting to us waiving class time?**
- **Make sure that Saturday's for the PMBA's are covered**
- **No extra days on the front or the back are permitted due to class schedules**
- **Changes will be made and reintroduced in the April meeting**

**Update Regarding the Pace of the Curriculum.....Bill Seyfried**

- **Changes will be in the Student Handbook**
- **Some stated that the last day turn in statement could prove to be a challenge in some classes, especially if there is a reflection paper due**

**Report from Curriculum Evaluation Task Force.....Keenan Yoho**

**Survey results:**

- **Discussion**
- **Jr. Faculty has not been through the 12 week course schedule. We need to review that with them so they know what that schedule looks like.**
- **As a result of the survey, changes need to be made.**
- **We need program evaluations as well as the professor evaluations**
- **Takeaway:**
  - **Task force look at redesign pieces long term**
  - **Task force for immediate Communication**

**Other Business.....**

**Meeting Adjourned.....Deborah Crown**

## Items from the Curriculum Committee

### **Course name changes**

- FIN601: change from *Advances in Financial Management* to *Applied Financial Management*
- MKT621: change from *Customer Insights: Quantitative Methods* to *Customer Insights: Survey Research*

### **Designation changes**

- MBA615: Negotiations in Business becomes MGT611: Negotiations in Business
- MBA616: Advanced Negotiations becomes MGT630: Advanced Negotiations

### **Concentration changes**

- Management Concentration
  - MGT611 (Negotiations in Business) and MGT630 (Advanced Negotiations) count towards to the MGT concentration
- Entrepreneurship Concentration
  - INT617 (International Entrepreneurship) counts towards the Entrepreneurship concentration



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## CURRICULUM REVIEW TASK FORCE INITIAL SUMMARY FINDINGS

Nana Amoah, Tracy Kizer, Tim Ozcan, Eric Scalamonti, Keenan Yoho

# INTENT OF THE 2-CREDIT PROGRAM AND CURRENT OBSERVATIONS



## ORIGINAL INTENT OF THE 2-CREDIT, 8-WEEK CURRICULUM

- Increase and enhance experiential learning
- Full-time faculty will have the freedom to develop and teach electives in their specialty areas
- Students will benefit from, and increase their action with, the “ecosystem” consisting of activities, programming, and/or engagement with centers, faculty, employers, business leaders.
- Students will benefit from a tailored academic experience that allows them to explore unique and compelling elective courses.
- Crummer will maintain its high-touch, concierge level of service to students.



# OBSERVATIONS

- The 2-credit curriculum has not succeeded in:
  - enhancing experiential learning;
  - increasing action with the ecosystem.
- The 2-credit curriculum has succeeded in:
  - delivering more electives (50% of which are taught by part-time faculty)
- Other impacts:
  - Less overall experiential learning
  - Reduction of interaction with the ecosystem (co-curriculars)
  - Increased perceived stress of students which impacts learning

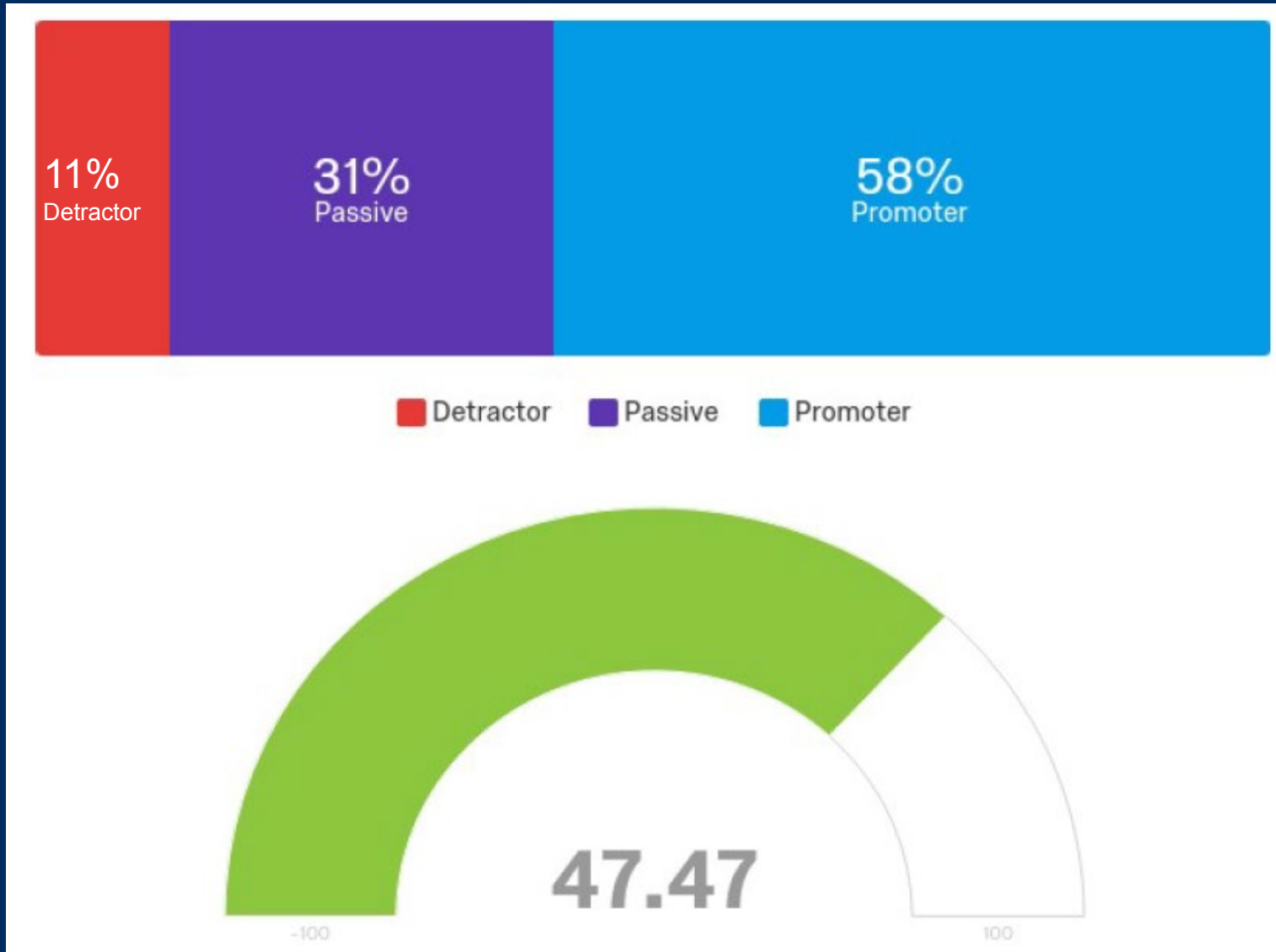
# SUMMARY OF THE RESULTS FROM THE STUDENT SURVEY



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# NPS - Customer Experience Management



Key measure of our student's overall perception of our brand and predictor of business growth.

# Customer Experience Analysis



## Assets



Diversity of  
electives offered  
Access to faculty  
Confidence in Job  
placement



## Liabilities



Rushed-paced of the  
curriculum  
“Never-ending finals  
week”  
Lack of a break  
between modules  
Elective courses at  
capacity  
The lack of time to  
participate in extra-  
curricular activities  
Longer courses that  
are quantitative in  
nature.



## Opportunities



Built in-breaks after 1  
or 2 modules  
Increased length of  
quantitative courses  
Dean’s Lecture Series  
Additional Finance  
elective  
Additional Finance  
Core  
HRM courses offered  
Design Thinking  
Course



## Vulnerabilities



What is the soul of  
Crummer?  
Pace is undermining  
the ecosystem  
Academic conflicts  
with IBE  
Variance in faculty  
standards  
Optics of “busy  
work”  
Passive vs. Critical  
feedback

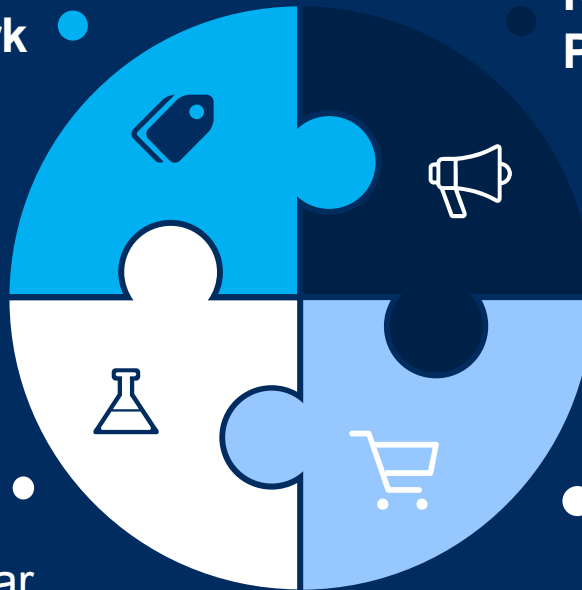
# Customer Experience Puzzle

## Appropriate Course Length/Work

Additional content to prepare them for E-Suite performance. Variability in credit hour based on the amount of processing needed for the content.

## Crummer Community

The need for extra-curricular activities and peer engagement is highly desired, yet difficult to achieve under the current circumstances



## Reflection/Recharge Period

The pace of the 8-week module is not sustainable in the absence of breaks for reflection.  
Project Week

## A Reason to Believe

Gap in expectations vs. reality of course offerings, cohort members and the overall experience.

# Post Faculty Meeting – A Step Forward

**Six hallmarks** of best-in-class customer-experience practitioners can guide improvement efforts.

## Hallmarks of great customer journeys





# SUMMARY OF THE RESULTS FROM THE FACULTY AND STAFF SURVEY



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# FACULTY RECOMMENDATIONS

- 36% of the faculty recommend minor changes
- 23% recommend major revisions
- 18% want to go back to the 12-week format
- 14% want to keep it as is

Qualitative response summaries explain further:

- Most faculty express a high levels of frustration. Some complaints revolve around having no down or research time, lack of travel scheduling, losing Crummer culture and experiential aspects of learning and loss of productivity.
- There are further complaints about how EDBA, new EMBA, consulting projects and service commitments add more workload on top of all. One complaint is about getting paid for 9 months about working for 12 months.
- A number of faculty recommend changing the module lengths 6-12 or 7-14 week formats. Offering 1.5 credit electives in a 12-week model is also mentioned. General recommendation is to increase some core courses to 12-14 weeks with a break week and take out 1-2 meetings from the rest.
- A few faculty indicate that it is still early to make any decisions related to the curriculum.



# STAFF RECOMMENDATIONS

- 50% of staff recommend to go back to the former 12-week model
- 23% recommend major revisions
- 6% indicates keep as is

Qualitative response summaries are:

- Almost all staff comments are negative.
- Many comments confirm student stress and rush.
- Lack of guest speakers is mentioned.
- Diminishing participation at extracurricular activities
- Running two dissimilar operations compared to EDBA and EMBA

# FACULTY SURVEY

- Faculty Sample Characteristics
  - 22 total respondents
  - 66% associate or full
  - 66% of them indicates their course load is more than 50% core
  - 68% teaches 7 or more courses in a year
  - 8 years average service at Crummer
- 61 Likert-scale items measured a number of course, student, personal, Crummer related factors
- Asked their recommendations
- We used one-sample t-tests with middle option (neither nor) as the test value
- Reported findings that are significantly lower ( $p < .05$ ) than the middle option

# FACULTY SURVEY FINDINGS

- Course content was reduced
  - 44% of faculty eliminated more 30% of the core course content
  - 56% of faculty eliminated more than 30% of the elective course content
- Faculty indicate that course material depth, quality of activities (i.e. simulations, games, breakouts), time for client projects, turnaround time for feedback reduced significantly.

## FACULTY SURVEY FINDINGS (CONT.)

- Faculty believe that a number of student related factors are negatively impacted. Those include:
  - Quality of submitted student work
  - Student satisfaction
  - Student preparedness for class and activities
  - Absorption of course concepts
  - Student attendance
  - Student stress +
  - On-time submission of student assignments
  - Student participation in extracurricular activities
  - Quality of outside class interaction with students
  - Frequency of outside class interaction with students

# FACULTY SURVEY FINDINGS (CONT.)

- Faculty indicate these personal factors changed with the 8-week curriculum.
  - My level of stress associated with my responsibilities +
  - The pace or velocity of my daily work schedule +
  - My satisfaction with my number of course preps -
  - My satisfaction with my work-life balance -
  - My satisfaction with my research -
  - My satisfaction with the amount of service I am asked to provide (committee work and other activities requested outside of direct teaching and advising) -
  - My ability to prep my course well -
- The Crummer related significant factors are:
  - Variety of elective courses +
  - Quality of the core courses -
  - Ability to recruit new faculty -
  - Ability to retain faculty -
  - Time available to interact and coordinate with other faculty, staff, and colleagues -

# STAFF SURVEY

- Staff Sample Characteristics
  - 17 total respondents
  - 5 years of average year of service at Crummer
  - Even distribution across departments and centers
- 32 Likert-scale items measured a number of department and center, student, personal, Crummer related factors
- The same method as the Faculty survey is applied for analysis

# STAFF SURVEY FINDINGS

- Staff survey results are generally more negative towards the curriculum than Faculty survey.
- Staff indicate that while client projects are negatively impacted, they maintained their response times from students or colleagues.
- All student related factors are negatively impacted.
  - Student interest in extracurricular and co-curricular activities -
  - Overall student satisfaction with the program -
  - Overall student preparedness to excel in the program -
  - Attendance at extracurricular and co- curricular events -
  - Student levels of stress +

## STAFF SURVEY FINDINGS (CONT.)

- There is a certain negative impact on personal factors such as:
  - Level of stress
  - Pace of work schedule
  - Satisfaction with work-life balance
- Staff indicate that the following Crummer related factors are negatively impacted
  - Quality of core courses
  - Alignment with the mission and vision of the School
  - Time available for interaction



# STAFF RECOMMENDATIONS

- 50% of staff recommend to go back to the former 12-week model
- 23% recommend major revisions
- 6% indicates keep as is

Qualitative response summaries are:

- Almost all staff comments are negative.
- Many comments confirm student stress and rush.
- Lack of guest speakers is mentioned.
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# FULL-TIME MBA PROGRAM REVIEW



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# FULL-TIME MBA PROGRAM EVALUATION

- 15 programs surveyed (US News Top 15)
- Credits to complete program varies from 20.5 – 2,000.
- Credits for individual courses varies from 0.25 - 100.
- Required core credits varies from 9.5 – 900.
- Required elective credits varies from 9.5 – 1,100.
- Number of core courses required varies from 7- 25.
  - Mean = 11 core courses
- Only one program does not use cohort system - Chicago Booth
- Faculty –
  - Only 1 program uses adjunct faculty for some core courses
  - Most core course faculty are full-time PhDs.
  - Electives faculty are full-time faculty and adjuncts.
- Program Length: One (6.7%) - 20 months; Eight (53%) - 21 months; One (6.7%) - 22 months; Five (33%) - 24 months.

# FULL-TIME MBA PROGRAM EVALUATION

- Finance, Management, Economics, Marketing, Operations, and Accounting are included in the core of all Top-15.
- Top-7 programs offer an Info Tech or Info Systems course as part of the core.
- Only one program (Harvard) offers a core International Business course.
- Three programs offer 2 finance core courses.
- Two programs offer 3 finance core courses.
- Eight programs offer 2 econ core courses.
- Waiver Examinations - may substitute elective courses for required courses if student passes waiver exam.
- All top 15 programs offer Trips/consulting.
- All top 15 programs offer Customizable electives.

# FULL-TIME MBA PROGRAM EVALUATION

- University of Pennsylvania (Wharton) –
  - Required core credits = 9.5
  - Required elective credits = 9.5
  - Credits for individual courses varies from 0.25 – 1unit.
  - 1CU = 3hrs/week for full semester
  - Accelerated option for some of the Core Courses (corporate finance or financial accounting)
  - Accelerated option is over a 6-week period (0.5CU).
- Northwestern University (Kellogg) –
  - One-Year MBA Program option - Bypass core classes and customized courses.
- University of Chicago (Booth) – Required core credits = 900 units, required elective credits = 1,100, 100CU = 3hrs/week for 11 weeks
- Yale - Curriculum is based on raw cases with extensive data (Raw Case Approach)



# PART-TIME MBA PROGRAM REVIEW



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# PART-TIME MBA PROGRAM EVALUATION

- 24 programs surveyed (US News Top 20 including ties, University of Florida 1 yr and 2 yr options, and UCF)
- 22 programs are offered with a standard length between 24 and 36 months. (Crummer = 20 months)
  - William & Mary Mason standard program length is 20 months.
  - Northwestern Kellogg and Florida Hough offer accelerated options for business majors that can be completed in 12 and 16 months.
- Credits to complete program varies from 20-80. (Crummer = 42.5)
  - Mean = 51 credits
  - Median = 48 credits
- Credit hours for individual courses varies from 1.5-4.
- Number of core courses required varies from 6-25. (Crummer = 18)
  - Mean = 12 core courses
  - Median = 11 core courses

# PART-TIME MBA PROGRAM EVALUATION

- Number of elective credit hours required varies from 3-30.
- Three schools offer a lockstep program with no electives.
- Of the schools with available data, 65% use a cohort model.
  - Temple Fox allows students to choose between a cohort and non-cohort option.
- Finance, Management, Economics, Marketing, Operations, and Accounting are included in the core at >90% of programs.
- Five programs offer an Info Tech or Info Systems course as part of the core.
- 12 programs do NOT offer a core International Business course.
- Faculty data is incomplete, but most programs advertise full-time faculty teaching in PMBA or part-time programs.



# PART-TIME MBA PROGRAM EVALUATION

- International Experience
  - Four programs require an international experience.
  - 13 programs offer an international experience as an elective or optional immersion track.
  - Seven programs do not offer an international experience.
- Other notables
  - Eight programs offer a flexible evening or Saturday format.
  - Five programs promote “experiential learning” in their program descriptions.
  - South Carolina Moore, William & Mary Mason, and Carnegie Mellon Tepper offer module or mini courses similar to Crummer’s current model.
  - Michigan Ross includes a full-term Capstone experience.

# APPENDIX OF REFERENCE MATERIAL

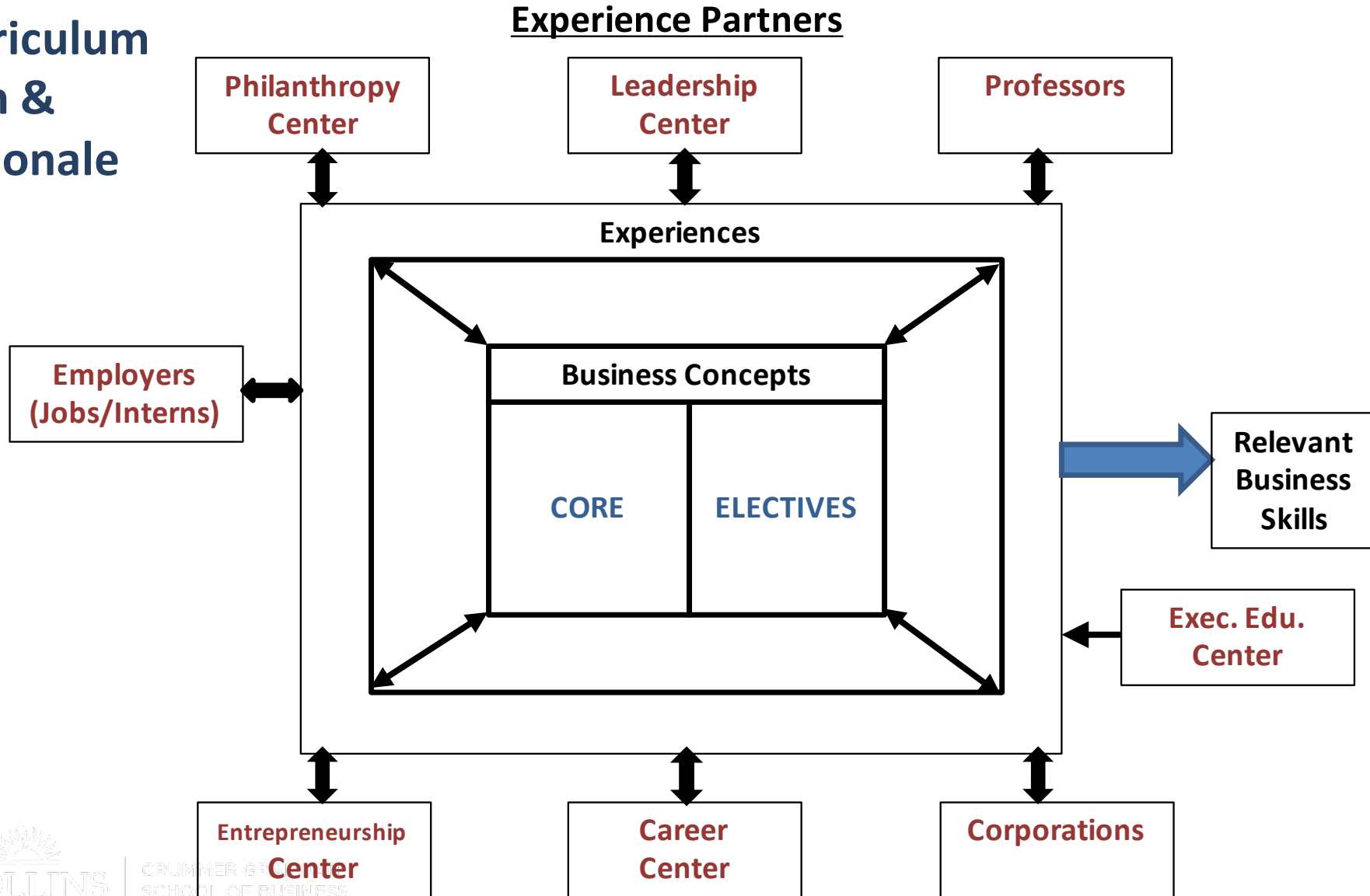


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# THE 2015 ECOSYSTEM

## Crummer Curriculum Plan & Rationale



# TOP FULL-TIME MBA PROGRAMS REVIEWED (US NEWS 2017)

- Harvard University
- University of Pennsylvania (Wharton)
- University of Chicago (Booth)
- Massachusetts Institute of Technology (Sloan)
- Northwestern University (Kellogg)
- Stanford University
- University of California—Berkeley (Haas)
- Dartmouth College (Tuck)
- Columbia University
- Yale University
- University of Michigan—Ann Arbor (Ross)
- Duke University (Fuqua)
- New York University (Stern)
- University of Virginia (Darden)
- University of California—Los Angeles (Anderson)

# TOP EVENING MBA PROGRAMS (US NEWS 2017)

- University of California—Berkeley (Haas)
- University of Chicago (Booth)
- New York University (Stern)
- University of California—Los Angeles (Anderson)
- Northwestern University (Kellogg)
- University of Michigan—Ann Arbor (Ross)
- Temple University (Fox)
- Virginia Tech (Pamplin)
- Ohio State University (Fisher)
- University of Texas—Austin (McCombs)
- Indiana University (Kelley)
- University of Minnesota—Twin Cities (Carlson)
- University of Massachusetts—Amherst (Isenberg)
- Wake Forest University
- Carnegie Mellon University (Tepper)
- College of William and Mary (Mason)
- University of South Carolina (Moore)
- Georgetown University (McDonough)
- University of Washington (Foster)
- Lehigh University
- University of Florida (Hough)
- University of Southern California (Marshall)

# SCHOOLS IDENTIFIED FOR THE 2014 CURRICULUM RENEWAL AND (DURATION IN MONTHS)

- Babson College (21 or 42)
- Bentley University (at least 24 months)
- Butler University (24)
- Emory University (32)
- Florida State University (30)
- Pepperdine University (24)
- Southern Methodist University (Cox) (24)
- Stetson University (18)
- Texas Christian Univ. (Neeley) (24, 28, or 33)
- Tulane University (Freeman) (36)
- University of Central Florida (24)
- University of Florida (12, 24)
- University of Miami (22)
- University of Richmond (Robins) (24)
- University of Rochester (Simon) (2.5 yrs)
- University of South Florida (2-3 years)
- University of Tampa (24 months)
- Wake Forest University (24)
- Willamette University (Atkinson) (24)
- William & Mary (Mason) (36)



# Beta Gamma Sigma 2018

## EDBA 2

Barrows, Jeffrey
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## EMBA 37

Chen, Xudong
Christiansen, Sean
Hickman, Matt
Kohn, Richard

## PMBA 53

Bauer, Khelsea
Hilend, Chelsea
Joyner, Megan
Keenan, Kali
Lofsky, Jeanette
Lugo Rudner, Mara
Montgomery, Augustine
Stolper, David

## PMBA 54

D'Angelo, Nicholas
Kerr, Stacey
Mercaldo, Christopher
Sequeira, Kathleen
Singleton, Calli
Stokes, Julie
Whitcomb, Cayla

## EAMBA 29

Buell, Carson
Cusimano, Hailey
Cvercko, Elizabeth
Davis, Ariel
Ho, Thao
Marshall, Tracy
Mesbah, Yasmin
Olsson, Johanna
Prochaska, Marissa
Sedwick, Bryce
Winchester, James
Wood, Austin

## EAMBA 30

Maroni, Darren
Weschler, Amy
Wood, Courtney