

9-11-2018

Minutes, Crummer Graduate School of Business Faculty Meeting, Tuesday, September 11, 2018

Crummer Graduate School of Business Faculty

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**Roy E. Crummer Graduate School of Business
Rollins College
Crummer Faculty/Senior Staff Meeting Minutes**

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

Those Present: Nana Amoah, Henrique Correa, Bob Ford, Jim Johnson, Mark Johnston, Tracy Kizer, Misty Loughry, Greg Marshall, Pete McAlindon, Kyle Meyer, Bill Seyfried, Koray Simsek, Greg Turkanik, Brian Walkup, Keith Whittingham, Keenan Yoho, Lynda Boyce, Jackie Brito, Pam Clark, Deborah Crown, Steve Gauthier, Vanessa Kannemeyer, Craig Kaufman, Mike Kazazis, Eric Scalamonti, Carlene Sterling, Jane Trnka, and Selina Vik

Introduction of New Senior Leaders for Rollins.....Deborah Crown

**Myrna Bizer - Assistant VP for Development
Pat Brown – Interim Dean of the Hamilton Holt School
Nancy Chick – Director of the Endeavor Center
Stephanie Henning - Registrar
Meghal Parikh – Dir. Institutional Analytics
Deborah Prosser – Director Olin Library**

Curriculum Committee Update.....Mark Johnston

- **Working on new syllabi for new curriculum, hopefully to be voted on in the November meeting (Due by November 1st to the committee)**
- **Each discipline will be asked to do two – three electives to begin with. (Due January 15th to the committee)**
- **The same template will be used to create the updated syllabi with the new Crummer logo**
- **Discipline Faculty**
 - **Connect to discuss the first 2-3 electives**
 - **These will not be the only electives but represent the “most important” electives in the discipline.**
 - **Keep in mind course need to connect with Crummer Mission**
 - **New courses need to be vetted through the faculty and brought to the Curriculum Committee**

Technology Committee Update.....Kyle Meyer

- **Ponopto vs media site**
 - **Several faculty have tried and reported back. Mixed feelings**
 - **Hope to bring progress to the Faculty next month**
- **Blackboard is changing. Two new programs are being tested now. As survey is going to the students for feedback. Big R will have the final decision as to which we go with.**
- **Any feedback on Solstice would be helpful to determine if we keep it in the study rooms.**

Update on Strategic Goals.....Deborah Crown

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- **Offer Exceptional Academic Programs for Emerging Leaders and Experienced Executives**
 - **Continuously develop, update and deliver curriculums that are relevant, experiential, integrative, and rigorous across all of our degree programs with a particular emphasis on developing and offering a customizable, mission-centric suite of executive programs to individuals and corporate partners that create relevant impact.**
- **Provide a State-of-the-Art Learning Environment**
 - **Continuously integrate cutting-edge technology; creative, collaborative, and convening spaces; and innovate teaching methods to maximize learning experiences**
- **Provide a Seamless and Exceptional Life-Long Student and Alumni Experience**
 - **Optimize mission-centric collaboration between faculty, staff, and Centers of Excellence to provide enhanced, engaging learning experiences that foster retention and enable students to achieve success in their careers and community, while encouraging their continual engagement with Crummer.**
- **Exhibit Careful and Responsible Stewardship of Financial and Other Resources**
 - **Continuously be mindful to take actions that ensure the long-term financial and operational sustainability of the school.**
- **Increase the Value and Reach of a Crummer Education in the Marketplace**
 - **Create a long-term key differentiation and intentional brand identity strategy to build awareness and prestige.**

Innovation Triangle Update.....Deborah Crown

- **We raised over 11 million dollars last year for the Innovation Triangle**
- **If you have a relationship with individuals for us to speak to please let Pam know.**

Meeting Adjourned.....Deborah Crown

Compensation from External Grants and Sponsored Projects

Rollins College encourages faculty, staff, and administrators to seek external funding for research projects, scholarship, and programmatic initiatives that directly advance the mission and enhance the reputation of the College, while benefiting students, faculty, staff, and the greater community. The College is responsible for ensuring proper stewardship and successful oversight of these external resources by the Principal Investigator or Project Director (PI/PD) on an award in accordance with all applicable laws, the funding agency's terms and conditions, and institutional policy.

The following policy was developed by the Office of Grants and Sponsored Research to provide specific College-wide guidance on employee compensation from external grants and sponsored projects, as required in the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, 2 CFR Part 200 (§200.430).

A. Allowable Rates and Activities

In general, the College shall use a faculty or staff member's Institutional Base Salary (IBS) and an accurate estimate of percentage of effort the employee plans to commit to a grant or sponsored project to determine the amount of salary/wages to be charged to the project. IBS is defined as the annual compensation (not including fringe benefits) paid by Rollins College to an individual for performance of all professional responsibilities required by the individual's appointment, as documented in the individual's appointment letter and/or job description. Activities considered to be included within a faculty member's responsibilities through IBS pay are teaching a standard load scholarship/research, and service. IBS excludes any extra service pay or compensation that an individual earns outside of regular duties performed as part of his/her primary appointment with the College (i.e., teaching overloads, administrative overloads, special awards, incidental activities and special service assignments, external consulting or contract work, etc.). In certain circumstances, compensation for work performed by faculty or staff members on a grant or sponsored project may be at a rate less than the employee's IBS rate of pay (e.g., a modest, set rate stipend for an estimated number of hours to be worked), based on the funding agency's guidelines or limitations and type of work to be performed. However, under no circumstance will the rate of compensation charged to a federal grant or sponsored project exceed the employee's current IBS rate of pay, applied hourly, daily, monthly, or otherwise.

Compensation charges to federal awards may include reasonable amounts for activities contributing and directly related to work under an agreement, such as delivering special lectures about specific aspects of the ongoing activity, writing reports and articles, developing and maintaining protocols (human, animal, etc.), managing substances/chemicals, managing and securing project-specific data, coordinating research subjects, participating in appropriate seminars, consulting with colleagues and students, and attending meetings and conferences.

Rollins faculty and staff may not receive compensation from more than one fund for work on the same sponsored project over the same time period unless matching funds or institutional cost-share is required.

Under no circumstance will charges to a federal grant exceed the proportionate share of the IBS for the period during which the employee worked on the award, unless prior approval has been received from the funding agency. In addition, all charges for compensation must be clearly and specifically identified in the project budget that is submitted to the funding agency. Any budget modifications that take place post-award may require prior approval from the funding agency (consult with the Office of Grants and Sponsored Research).

1. Summer Salary

Full-time tenured, tenure-track, and visiting faculty members with standard nine-month academic appointments are permitted to earn up to 2.5 months of summer salary from external grants and sponsored projects. For federal awards, summer salary must be directly proportionate to the individual's current IBS and corresponding percentage of effort to be committed to the project (e.g., one month of full-time effort = one month of salary, at a rate not in excess of current IBS). It should be noted that total salary funded by the National Science Foundation (NSF) is typically limited to two months (or two-ninths) of IBS per calendar year.

Certification of summer effort is required by faculty who are paid summer salary from federal awards. Faculty who receive summer salary from a sponsored project fund must expend the effort associated with the summer salary during the summer period. Effort expended during the academic year does not satisfy a commitment related to the receipt of summer salary.

Compensation charges for faculty members conducting teaching (non-research) activities on federal awards during the summer will be based on established institutional summer instructional pay rates.

2. Salary Release for Dedicated Project-Specific Time

In most cases, compensation charges to grants and sponsored projects for full-time staff and faculty during the academic year will be in the form of salary release time, allowing the College to partially release the employee from regular responsibilities so that he/she can dedicate an established and approved portion of his/her time and effort on the awarded project. The percentage of annual effort (and corresponding IBS) to be charged to the award must be included in the award budget.

Scholarship and Service Release Method: Tenured, tenure-track, and visiting faculty members with standard nine-month academic appointments are expected to commit their full-time effort during the academic year to teaching, scholarship/research, and service. For budgetary purposes, the College has determined 25% to be a reasonable estimate of a faculty member's time attributed to service and/or scholarship/research activities during the academic year for CLA faculty.* If appropriate and allowable, based on the terms of the funding agency and budget allowances, CLA faculty conducting work on a grant or sponsored project during the academic year may request from the grant up to 25% of their IBS, directly corresponding to planned effort to be committed to the project. If the full 25% is "bought out" for a faculty member to commit 25% of his or her annual effort to a grant project over the academic year, the faculty member may not engage in any additional service and/or scholarship/research activities beyond the scope of activities included in the sponsored project during that time period. It should be noted that advising is expected to be undertaken alongside teaching responsibilities and may not be bought out through this method or the course release method outlined below. Any intra-institutional consulting will typically be considered a service activity and will be included in this method.

*Note: Crummer faculty shall refer to current Crummer Bylaws (*Article VII: Faculty Evaluations and Performance Expectations*) and use established percentages of professional criteria (i.e., intellectual activities) as outlined therein.

Course Release Method: Course releases may be considered in certain circumstances in which the institution determines the work to be directly aligned with furthering the mission of the college and the faculty member's time on the project to be substantial, and/or the faculty member is unable to be released from existing commitments for scholarship/research and service activities. Faculty members who require a course release to work on a sponsored project should

discuss this with their department chair and Dean in the early stages of proposal preparation to be sure that the department can accommodate the request. The Dean must approve all requests for course releases. Course releases are typically limited to one per semester and must be included in the proposed budget, approved by the funding agency.

Federal guidelines require the portion of time for the faculty member committing effort to the grant or sponsored project (not the replacement faculty member's rate); therefore, charges for course releases on all federal grants shall be calculated using the faculty member's institutional base salary rate. If required by the funding agency and approved in writing by the Dean, other non-federal awards may charge the faculty member's replacement cost for a course release. For CLA faculty,* assuming the individual has a standard 3:3 teaching load and taking into consideration the expectations of faculty members to engage in scholarship/research and service work (estimated at 25% of their total annual effort) in addition to their teaching responsibilities (estimated at 75% of their total annual effort), each course release will equate to approximately 12.5% of IBS, not inclusive of associated and allowable fringe benefits. Faculty may not teach an overload in conjunction with a course release.

*Note: Crummer faculty shall refer to current Crummer Bylaws (*Article VII: Faculty Evaluations and Performance Expectations*) and use established percentages of professional criteria (i.e., teaching activities) as outlined therein.

When a sponsored agreement buys out part of a faculty member's effort through either method listed above, 50% of the resulting salary savings (after any necessary replacement costs have been incurred) will be set aside as a research fund for the faculty member. The other 50% will remain in the Academic Affairs budget, at the discretion of the faculty member's Dean.

3. Extra Service Pay

Extra service pay normally represents overload compensation for services and activities above and beyond the scope of those included within the employee's regular responsibilities, for which they receive institutional base salary and as stated in their appointment letter and/or job description. Rollins full-time tenured, tenure-track, and visiting faculty and full-time staff may be eligible to receive extra service pay on certain grants or sponsored projects if all of the following conditions are met.

- 1) The work or activities to be performed are determined to be above and beyond the scope of those included within the employee's regular responsibilities, for which they receive institutional base salary as stated in their appointment letter and/or job description on file with the Office of Human Resources. The Vice President of Academic Affairs/Provost, in consultation with the Dean of the Faculty, shall make this determination for all faculty positions. The Associate VP of Human Resources (HR) & Risk Management, in consultation with the staff or administrator's supervisor, shall make this determination for all staff positions.
- 2) The work or activities proposed will not interfere with or impede the employee's regular responsibilities.
- 3) The compensation is reasonable (i.e., consistent with that paid for similar work in other activities at the College or, if not available, in the current Central Florida labor market), as determined by the HR department and in conformance with established HR procedures.
- 4) For federal awards, the compensation does not exceed the employee's current IBS rate of pay and is commensurate with the amount of additional work performed.
- 5) The work or activities to be performed are considered allowable and abide by all policies and procedures of both the College and the funding agency (including 2 CFR 200), if applicable.

- 6) The arrangement is specifically provided for in the award budget (i.e., salary charge is clearly requested as “extra service pay”) or approved in writing by the funding agency.

In general, extra service pay may be charged to grants or sponsored projects for the following.

- Incidental activities, defined as infrequent (i.e., either a one-time assignment or activity occurring not more frequently than one day per month) and temporary (i.e., no more than one year in length). Incidental activities may include serving as a discussion leader or speaker for a community-based event or delivering a special lecture on a topic outside of the individual’s field of study. Compensation for incidental activities charged to federal grants are exempt from documentation of personnel expenses (see Section B., below).
- Special service assignments, which may include variable ad hoc work over a longer duration, such as organizing an interdisciplinary workshop or conference on campus; managing a collaborative community-based research project; or participating in an interdisciplinary faculty or course development project.
- Intra-institutional consulting work if the consultation is across departmental lines or involves a separate or remote operation or facility.
- External consulting or contract work (corporate or government-sponsored), if the work does not directly involve Rollins students or existing courses.

It is expected that intra-institutional and external consulting or contract work be restricted to the equivalent of one day per week during the academic year. Faculty should refer to the Rollins College *Faculty Handbook* (Sections II and III, as appropriate) for additional guidance on teaching overloads/employment.

Employees may not charge both salary release time and extra service pay to a grant or sponsored project.

The PI/PD on a sponsored project should work with the Office of Grants and Sponsored Research during the budgeting phase to ensure that administrative approvals are obtained if it is deemed allowable and necessary to increase an employee’s hours through work on an external grant. Additionally, the increased hours may change benefits eligibility and must be approved by institutional authorities and budgeted for accordingly. The PI/PD is responsible for ensuring that the employee understands that the increased hours and additional compensation will not be continued beyond the grant period.

Undergraduate and graduate students hired to perform work on a sponsored project will follow the policies and procedures set forth by the Office of Student Employment and Human Resources.

4. Sabbatical or Professional Leave Salary

Faculty planning full-year sabbatical leaves may seek funding from external grants, sponsored projects, fellowships, or residency programs to fully support their academic year salary, up to but not at a level higher than 100% of his/her current institutional base salary, including receipt of any FYRSTs or other internal grants. Faculty may receive additional funds from an award to offset travel, insurance, and living expenses for activities related to the project, if allowed by the funding agency and appropriate in relation to the scope of work to be undertaken. Requests for sabbatical support and related expenses must be included in the proposed budget and approved by the funding agency. Refer to College Policy AC 2006 *Faculty Professional Leave* for additional information on the procedures for requesting release time for professional leave during non-sabbatical periods.

B. Documentation of Personnel Expenses on Federal Grants

Charges to federal awards for salaries and wages must be based on records that accurately reflect work performed. These records must provide reasonable assurance that the charges are accurate, allowable, and properly allocated. They should reasonably reflect the total activity for which the employee is compensated by the College, not exceeding 100% of compensated activities, including all federally assisted and all other activities, on an integrated basis. Upon receipt of a new grant award supporting faculty or staff compensation on a sponsored project, the PI/PD will provide the Director of Grants and Sponsored Research an accurate estimate of time and effort to be expended by the employee on the grant during the upcoming summer, academic year, and/or calendar year. Any Rollins employee performing work beyond what is defined in this policy as an incidental activity on a federal award is required to certify their effort on that project after-the-fact and will comply with the Office of Grants and Sponsored Research's *Procedure for Effort Reporting and Certification* to satisfy this requirement.

C. Additional Considerations

Salaries and wages of employees used in meeting cost sharing or matching requirements on federal awards must be supported in the same manner as salaries and wages claimed for reimbursement from federal awards and will follow all policy and procedures as outlined herein.

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Global Links Phase 3

Global Links is a public-private partnership between Tupperware Brands and Crummer, with support from the U.S. Department of State Office of Global Women’s Issues.

As part of the program, we will have **5 Global Links Changemaker students and the Global Links 2017 Scholar on campus** from **Monday, September 17 through Saturday, September 29** engaged in a 2-week immersion on social entrepreneurship. They will be staying in homestays and engaging in various activities across campus. Please join us in welcoming the our visitors.

Student Names:

Arundipta Roy
Nadeem Akhtar
Ritika Das
Soumita Mondal
Sanchari Chatterjee

Scholar: *Dr. Rumpa Chakraborty*

Below is a list of activities that we invite all Crummer faculty and staff to join.

| | | |
|--------------------------------------|--|---|
| Sunday, September 16, 2018 | | |
| 12:00 - 2:00 PM | Changemakers Welcome Reception | Faculty Club |
| Monday, September 17, 2018 | | |
| 11:30 - 2:00 PM | Orientation and Social Entrepreneurship Introduction | Starter Studio |
| Thursday, September 20, 2018 | | |
| 1:00 - 2:30 PM | Talk by Patrick Odoyo: Experience of a Social Entrepreneur | Crummer 223 |
| Wednesday, September 26, 2018 | | |
| 9:00 - 10:00 AM | Career Development Session with Jane Trnka | Crummer B20 |
| 6:00 - 8:00 PM | Phase 3 Potluck Closing Picnic | Email globallinks@rollins.edu for address & more details |
| Thursday, September 27, 2018 | | |
| 11:00AM - 1:30 PM | Network with Changemakers | Crummer Student Lounge |

If you have any questions about the program please contact one of the following:

Yasmin Mesbah: Program Manager – globallinks@rollins.edu
 Gianna Hernandez: Graduate Assistant – ghernandez@rollins.edu
 Mary Conway Dato-on: Faculty Mentor – mconwaydatoon@rollins.edu

EAMBA Integrated Capstone Experience 2018-2019 updates

Our Executive in Residence, Eric Spiegel will be interacting with each element of the I.C.E program this year. The engagement plan is listed below.

Fall 1 2018: Essential of Project Execution (CAP 601): Instructor – Greg Turkanik

- **Sept 18, in 5-6 PM** Meet with faculty teaching in I.C.E. (about 10) for introduction and to align expectation for engagement across various courses in I.C.E.
- **September 19 – 8:30am – 10:00 am** in Suntrust Auditorium. Presentation to EAMBA students in all I.C.E. tracks (consulting, NASA, start your own business). Focus of the presentation is on the process links across all three tracks, tips for excellence in implementation, etc. (Consulting project students will then go to Crummer 222 for announcement of their project assignments and faculty lead)
- **OBJECTIVE:** Students will come to see that ICE is larger than the specific project to which they are assigned. Instead, the tools, techniques and strategies learned constitute a process that is valuable and duplicatable into their future careers.

Fall 2 2018 and Spring 1 2019: ICE Immersions (602 & 603)

- **ACTIVITY:** Mr. Spiegel observes and gives feedback to teams as if he were the CEO of Crummer Consulting Company. The teams would report on their projects' status, their use of the tools learned in CAP 601, and lessons learned about process to date.
- **OBJECTIVE:** Students gain experience presenting to a high-level executive on the accomplishments and challenges of the project (from knowledge to wisdom). The work reiterates the importance of process and project management and goal delivery. The presentations complement the project-focused deliverables each team gives to the clients.

Consulting project for Fall 2 & Spring 1:

1. Correct Craft/ Nautique Boat Company: Henrique Correa
2. USTA: Mark Johnston
3. Finfrock: Keenan Yoho
4. TOKS (Mexico): Mary Conway Dato-on
5. REBUILD globally / deux mains (Haiti): Keith Whittingham

Spring 2 2019: ICE CAP (604)

- **Instructor:** Bob Ford
- **ACTIVITY:** Mr. Spiegel observes and gives feedback on team final presentations emphasizing the entire ICE experience and their journey from knowledge to wisdom to insights.
- **OBJECTIVE:** The deliverable enables students to summarize their learning throughout their MBA by connecting ICE to foundation courses and future career goals.