

10-11-2018

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

Crummer Graduate School of Business Faculty

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

**October 11, 2018  
Room 208  
11:30am – 1pm**

- Approval of Minutes.....Deborah Crown**
- Compensation from External Grants and Sponsored Projects .....Devon Massot**
- Technology Update: LMS comparison.....Amy Sugar**
- Strategic Goals.....Deborah Crown**
- Search Updates.....Deborah Crown**
- EDBA Update..... Greg Marshall**
- Curriculum Committee Update.....Mark Johnston**
- Other Business.....**
- Meeting Adjourned.....Deborah Crown**

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

**October 11, 2018  
Room 208  
11:30am – 1pm**

**Those Present:** Nana Amoah, Mary Conway Dato-on, Henrique Correa, Bob Ford, Bill Grimm, Kim Jentsch, Mark Johnston, Tracy Kizer, Misty Loughry, Greg Marshall, Pete McAlindon, Kyle Meyer, Bill Seyfried, Brian Walkup, Lynda Boyce, Pam Clark, Deborah Crown, Steve Gauthier,  
**Guests:** Devon Massot and Amy Sugar

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

- **Approved by Faculty**

**Compensation from External Grants and Sponsored Projects ..... Devon Massot**

- **The Draft version was sent out. If you have any questions about the document, please contact Devon Massot.**
- **This document addresses external grants managed by the college**
- **Motion to move forward approved**

**Technology Update: LMS comparison..... Amy Sugar**

- **The Pilot is going well.**
- **Faculty can get involved by requesting sandbox courses to test the systems**
- **Kyle, Koray and Mark have used the system if you would like to get their feedback**
- **Nov 6<sup>th</sup> and the 12<sup>th</sup> there will be demo sessions.**
- **The change will not go in for the Spring 2019 class.**
- **The actual start is not set yet.**
- **Rollins.edu/lms is the site for information**
- **The committee will start meeting in January**
- **Kyle Meyer will join the committee to represent Crummer**

**Strategic Goals.....Deborah Crown**

## **Strategic Goals**

*The following goals will guide the continued excellence of the Crummer Graduate School of Business into the future by building and preserving the school's mission to provide an innovative, global, and responsible academic culture that positively impacts organizations and communities.*

**1. 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.

**2. Provide a State-of-the-Art Learning Environment** Continuously integrate cutting-edge technology; creative, collaborative, and convening spaces; and innovative teaching methods to maximize learning experiences. (Mary Suggested adding a line for research here after Bob Fords discussion)

**3. Provide a Seamless 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.

**4. Exhibit 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.

**5. 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.

- Changes will be made and sent out for a vote in November at the next Faculty meeting.

**Search Updates.....Deborah Crown**

- **Operations Management**
  - **70 applicants**
  - **Prequalified 12**
  - **3 front Runners**
  - **October 25<sup>th</sup> – 1st Candidate coming**
- **ENTP**
  - **Robert Macy will be here Monday**
  - **Danny Holt has already met with us with Positive outcomes**
  - **Tom Lyons will be here in November**
- **Strategy – this search is in pause while we continue the search for ENTP.**

**EDBA Update..... Greg Marshall**

- **We have 9 new EDBA6 starting**
- **We have 40 students actively engaged with us at this time.**
- **There have been 18 graduates**
- **We are getting good inquiries for EDBA7**
- **Other private schools are beginning to offer EDBA**
- **Marketing is doing great work to keep us in the forefront**
- **Greg will be reaching out to schedule a meeting with the EDBA Faculty**
- **Kim was charged with developing research methods for the two-year program**

**Curriculum Committee Update.....Mark Johnston**

- **PMBA Concentration – we took the work from the Development committee . they wanted 2 concentrations. In the fall we will identify 3 Finance Entrepreneurship and Marketing . This is a good balance to what we already do.**
- **Mark sent an email: Due Nov. 1. Syllabus for Spring  
We are also asking for 2-3 electives be suggested**

**Other Business.....**

- **Eric Spiegel will be working with students as they finish their projects j**
- **PMBA will start in the spring. They will try to enhance their experience**
- **Thank you to Pete McAlindon for stepping up for CFAE as she plans to leave**
- **If you know anyone who should be on the list to receive a Crummer News Letter  
Please let Kate know**
- **Please check on any expenses you are not sure of.**

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



# ROLLINS COLLEGE POLICY

<b>Title: Compensation from External Grants and Sponsored Projects</b>	<b>Type</b>	<b>KI</b>
No:	Approval Date:	
Responsible Office: Grants and Sponsored Research/VPAA	Approved By:	
Next Review:	Revision No:	

## I. Purpose/Introduction/Rationale

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).

## II. Definition

**Institutional Base Salary (IBS)** is defined as the annual compensation paid by the College to an employee for performance of all professional responsibilities required by the individual’s appointment, as documented in the individual’s appointment letter and/or job description. For the purposes of this policy, compensation includes all salaries and wages (including those paid as stipends) but does not include fringe benefits. 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, allowances, incidental activities and special service assignments, external consulting or contract work, etc.).

## III. Procedure or Application

### **A. Allowable Rates and Activities**

In general, the College shall use a faculty or staff member’s 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. 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 award 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.

#### **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 College's *Effort Reporting Procedure* 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.

## **IV. Related Policies or Applicable Publications**

See also:

- *Rollins College Faculty Handbook (Sections II and III)*
- *Crummer Bylaws (Article VII: Faculty Evaluations and Performance Expectations)*
- *College Policy AC 2006 Faculty Professional Leave, for additional information on the procedures for requesting release time for professional leave during non-sabbatical periods.*

## **V. Effective Date**

This policy is effective [redacted] and supersedes all previously issued versions.

## **VI. Appendices/Supplemental Materials**

*Appendix 1: Effort Reporting Procedure*

## **VII. Rationale for Revision**

N/A

## EFFORT REPORTING PROCEDURE

### A. Purpose

Rollins College is required to document the fair and equitable distribution of charges for employees' services among federal awards and other college activities, as specified in the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, 2 CFR Part 200 (§200.430). The process outlined in this Effort Reporting Procedure will serve to provide assurance that any charges for salaries and wages to federal awards accurately reflect actual work performed.

### B. What is Effort?

Effort is the percentage of an employee's entire work activity devoted to a given task or objective. Effort should be calculated by dividing the number of hours worked on a specific activity by the total number of hours worked on all activities for which the employee is compensated by the College. Total effort must account for 100% of an employee's time, based on a best-estimate percentage distribution across all College-compensated activities.

### C. How is Effort Reported?

Rollins will use an after-the-fact Effort Report Form to confirm an employee's effort when that individual is compensated by or has agreed to contribute time to a federal award. The form captures payroll distribution charges for an employee and will provide verification that the charges accurately reflect effort expended by the employee during the reporting period.

Under this system, compensation charges will be made initially on the basis of initial estimates of work to be performed, as stated in the negotiated and approved award documents and confirmed by the Principal Investigator/Project Director (PI/PD) on the project. Reports are then generated from the College's payroll system (through Human Resources) indicating the amount and percentage of the individual's total compensation that was allocated to federal award accounts and other College activities during the reporting period. Employees are expected to review the payroll distribution percentages and corresponding percentages of effort charged to each project or activity and determine whether the percentage of effort charged to the federal award(s) reasonably (within 5%) corresponds to the percentage of the *individual's actual effort on the project or activity*. The federal government recognizes that within an academic setting, teaching, research, service, and administration are often inextricably intermingled, and a precise assessment of factors that contribute to costs is not always feasible, nor is it expected.

Under no circumstance may the percentage of an individual's salary charged to a federal award exceed the percentage of the individual's effort that is expended on the project during the reporting period. If the percentage of effort expended in a given reporting period is less than the percentage of salary charged to the federal award, the salary charges must be reduced to reflect actual effort.

### D. Who Must Complete an Effort Report?

An Effort Report Form must be completed for any Rollins employee performing work on a federal award (e.g., grants, contracts, and subcontracts), including those supported through federal pass-through funding. Faculty and staff must certify their own Effort Report Forms. Effort Report Forms for students and any temporary employees charged to a federal award must be certified by the PI/PD of the project.

### E. What are the Responsibilities of the Principal Investigator/Project Director?

The PI/PD on the federal award is responsible for ensuring each employee performing work on the project is made aware of his/her level of committed effort to the project and is able to meet those commitments in light of any other College obligations. The PI/PD is also responsible for communicating any significant changes (>5%) to an employee's level of committed effort to the Office of Grants and Sponsored Research in a timely manner. Short term (such as one or two months) fluctuation need not be considered as long as the distribution of salaries and wages is reasonable over the longer term.

To accurately certify effort by students and other temporary employees on a project, the PI/PD should have knowledge of the amount of time spent by these employees on the project. This may, at the PI/PD's discretion, necessitate the use

of subsidiary records (e.g., timesheets, activity logs, etc.) or other documentation to adequately confirm an employee's hours or level of effort committed to specific work assignments associated with the project. Lastly, a PI/PD is responsible for understanding the principles of effort reporting as outlined in this procedure and for ensuring that Effort Report Forms completed in connection with their sponsored projects are accurate and returned on time.

#### **F. Effort Reporting Periods**

Unless required more frequently for an individual funding agency, effort reports will be generated three times per year for any employee who is either receiving direct salary support from a federal award or contributing mandatory or committed cost-share/matching effort during the respective reporting periods, as follows:

- Fall: September 1 through December 31
- Spring: January 1 through May 31
- Summer: June 1 through August 31

#### **G. Procedures for Completing an Effort Report**

The Office of Grants and Sponsored Research will generate an Effort Report Form based on payroll feeds for the selected reporting periods. Effort reports will be distributed to all applicable employees no later than 15 days from the close of a reporting period. If applicable, payroll distribution will reflect the employee's institutional base salary for that individual's standard appointment period, regardless of whether the payout is over 12 months. To complete the Effort Report Form, the employee should first review all of the information on the form for accuracy and note any errors requiring correction by the Office of Grants and Sponsored Research. The employee should then review the Payroll Distribution and Effort columns to determine whether the percentage of the employee's effort charged to the federal award is accurate.

When reviewing and completing an Effort Report Form, the criterion to be used is how the individual's College-compensated effort was actually expended over the reporting period. Total effort may not exceed 100% regardless of the number of hours worked and should include all activities for which the individual receives compensation from the College. Total effort is not necessarily based on a standard 37.5-hour work week because it will likely be different for each employee and may vary during the reporting period. As an example, 10% effort = 4 hours for a 40-hour week and 6 hours for a 60-hour week.

An employee's assessment of effort expended over a report period should not include any external consulting or other outside professional activities. Professional services provided outside the institution for non-institutional compensation are not part of total effort for the purpose of the College's Effort Reporting Procedure.

When determining effort, an individual may expend effort without compensation from the sponsor. This is considered cost-sharing. Any mandatory (required by the sponsor) or voluntary committed (not required but written into the proposal budget) cost-sharing must be included in your effort reports. Any additional voluntary uncommitted cost-sharing (not required by the funder and not written into the budget) is not required to be captured in the Effort Report Forms.

If Charged Effort = Actual Effort: Upon reviewing an Effort Report Form, the employee may determine that the percentage of effort charged to the federal award does indeed reasonably reflect an accurate level of effort (within 5%) expended on the federal award(s). In this case, the employee should complete and sign the bottom of the form to certify the employee's effort on the project and return it to the Office of Grants and Sponsored Research. No further action is required.

If Charged Effort < Actual Effort: Upon reviewing an Effort Report Form, an employee may determine that the percentage of effort charged to the federal award is less than the percent of effort that was actually expended on that project, and this is allowable; this is considered uncommitted voluntary cost sharing and is not required to be reported, nor does it require a reallocation of one's payroll distribution. In this case, the employee should complete and sign the bottom of the form and return it to the Office of Grants and Sponsored Research. No further action is required.

If Charged Effort > Actual Effort: Upon reviewing an Effort Report Form, an employee may determine that the percentage of effort charged to the federal award exceeds the percent of effort that was actually expended on that project (averaged over the entire reporting period) by more than 5%. In this case, the employee must enter the actual percent of effort expended in the Actual % Effort column, complete and sign the bottom of the form, and return it to the Office of Grants and Sponsored Research, which will initiate a payroll expense transfer. Under no circumstance may a federal award be charged payroll in excess of effort expended on the project during the reporting period.

Effort reports must be reviewed, completed, signed (certified), and returned to the Office of Grants and Sponsored Research no more than 30 days from the end of the reporting period. The Director of Grants and Sponsored Research will review all certified effort reports and, in the event that payroll charges have exceeded actual effort expended on a federal award, will promptly alert the Accounting & Budget Manager that a transfer of cost must take place. The Accounting Manager will then provide Payroll with the necessary reallocation information. All finalized effort reports will be scanned and sent to the Accounting & Budget Manager to be housed with the grant's official financial records. If at any time an employee has any questions on how to complete an Effort Report Form, they should contact the Office of Grants and Sponsored Research for assistance.

#### **H. Other Considerations**

Significant reductions of effort (>25%) on a sponsored project from levels approved in the application require prior approval from the sponsoring agency. It is the PI/PDs responsibility to be aware of his/her proposed effort commitments and to communicate any inability to meet those commitments to the Director of Grants and Sponsored Research to ensure that any necessary sponsor approvals of their reduced effort are obtained.

Additional payments from the College to an employee for items that do not represent a specific activity, appointment, or work objective (i.e. allowances for cell phone, retirement contributions, etc.) will not be included in an Effort Report Form.



## OUR MISSION

The mission of the Rollins College Crummer Graduate School of Business is to develop global business leaders and innovators through a high quality, integrated, experiential education that prepares them to add significant value to their organizations and communities.

## OUR VISION

We will be increasingly recognized as a world-class graduate business school. To enable this, our faculty, staff, and students will ensure that:

- The Crummer Graduate School of Business is a student-centric, stakeholder-focused center of learning that operates in an innovative and responsible manner. [ASSET]
- Its academic reputation, rankings, and leadership, provide for well-resourced and highly sustainable centers of excellence, supported by global partnerships and scholarly research. [EXCELLENCE]
- Its identity is based upon transformative experiential learning, building on its historical strengths in leadership, ethics, entrepreneurship, and a global mindset. [GLOBAL]
- It distinctively operates within a robust ecosystem that incorporates cutting edge technology and integrated resources for the creation and delivery of management education that outpaces the requirements of our industry partners. [INTEGRATED, INNOVATION]
- Its educational and business practices foster sustainable and innovative knowledge that anticipate student, faculty and market needs through collaboration with our partners in the commercial, government and academic sectors. [RELEVANCE]
- It adds value to our partner's bottom line by educating and enhancing the human capital that drives the financial performance of organizations. [VALUE]

## OUR VALUES

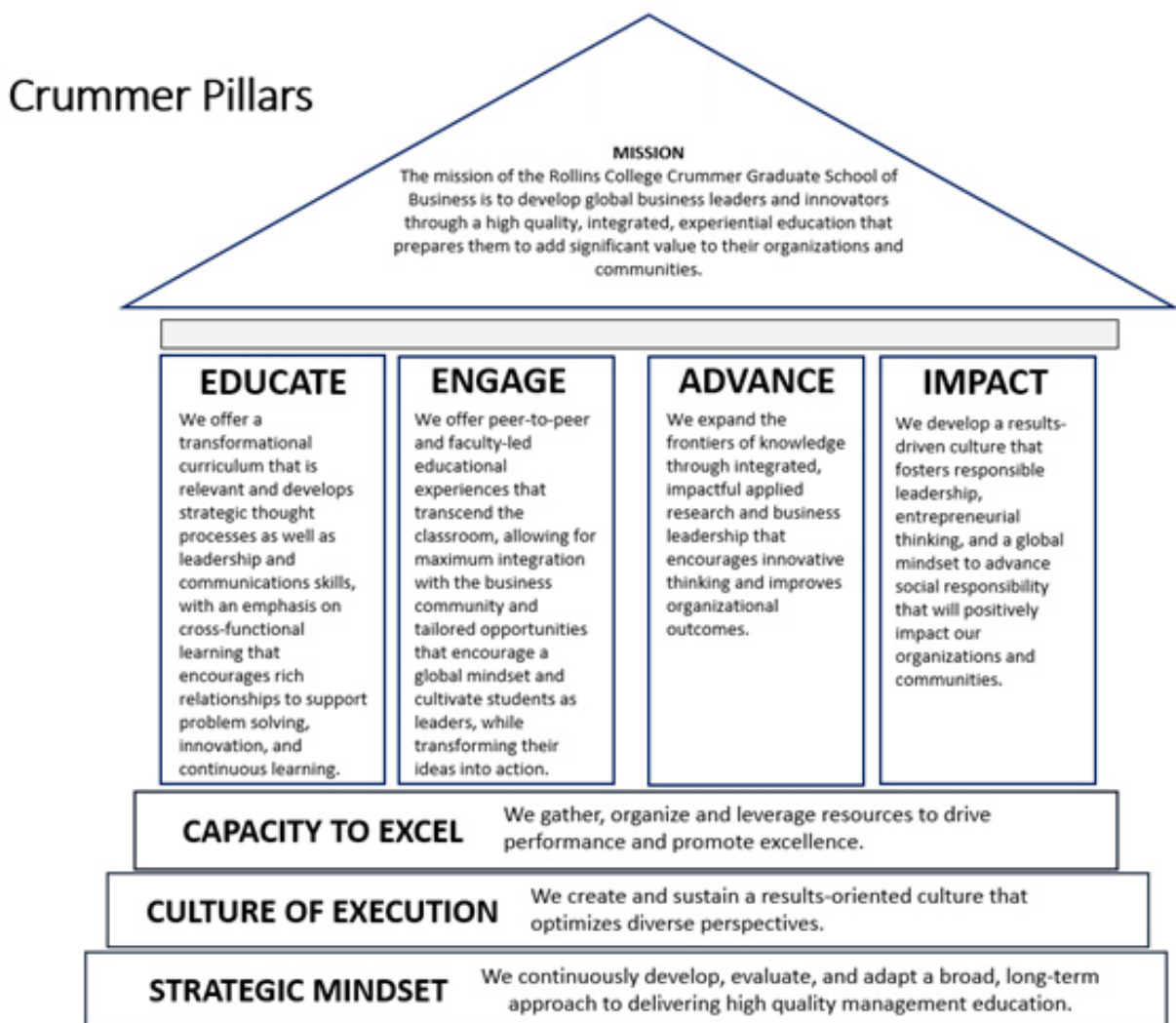
At the Crummer Graduate School of Business, our beliefs govern our approach to management education, which are informed by these values:

1. **EXCELLENCE** Our commitment to excellence requires a shared accountability to our standards by students, staff, and faculty. This standard of excellence is grounded in an appreciation for diversity of experience, background, and perspective. *Capacity to excel.*
2. **INTEGRITY** Valuing integrity requires that all who are associated with Crummer are accountable to the highest ethical standards and practices. *Educate, Impact (social responsibility, community)*
3. **INNOVATION** Being innovative means that we have an entrepreneurial teaching mindset that generates enterprising and responsible business practices for global leaders. *Educate, Advance*
4. **LIFELONG LEARNING** Our commitment to lifelong learning is exemplified through experiential and collaborative activities. We hold that learning through peer-to-peer, faculty-to-peer, and post-graduate experiences are essential to the interests of our community. *Educate.*

5. **FISCAL RESPONSIBILITY** Being fiscally responsible means that we make mission-centric decisions which ensure operational success and long-term value creation. *Capacity*
6. **DIVERSITY** Our commitment to diversity is rooted in the belief that equity and inclusion drive excellence and innovation. We are committed to creating and maintaining an environment that respects diverse traditions, heritages and experiences. *Engage*
7. **IMPACT.** We are committed to continually responding to, and influencing the skills of our stakeholders and society at large. We hold that these skills are essential to creating value across a broad time horizon and shaping organizations across the globe. *Impact*
8. **TOUCHPOINT.....** every student matters / connection / faculty and staff / customization / growth driven by relationships? *Engage and educate*

**Pillars**

Integration, experiential, impact should be interwoven throughout.



## Strategic Goals

*The following goals will guide the continued excellence of the Crummer Graduate School of Business into the future by building and preserving the school's mission to provide an innovative, global, and responsible academic culture that positively impacts organizations and communities.*

1. **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.

2. **Provide a State-of-the-Art Learning Environment**

Continuously integrate cutting-edge technology; creative, collaborative, and convening spaces; and innovative teaching methods to maximize learning experiences.

3. **Provide a Seamless 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.

4. **Exhibit 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.

5. **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.