

10-11-2018

Minutes, College of Liberal Arts Executive Committee Meeting, Thursday, October 11, 2018

College of Liberal Arts Executive Committe

Follow this and additional works at: https://scholarship.rollins.edu/as_ec

Recommended Citation

College of Liberal Arts Executive Committe, "Minutes, College of Liberal Arts Executive Committee Meeting, Thursday, October 11, 2018" (2018). *Executive Committee Minutes*. 190.
https://scholarship.rollins.edu/as_ec/190

This Minutes is brought to you for free and open access by the College of Liberal Arts Minutes and Reports at Rollins Scholarship Online. It has been accepted for inclusion in Executive Committee Minutes by an authorized administrator of Rollins Scholarship Online. For more information, please contact rwalton@rollins.edu.



EXECUTIVE COMMITTEE MEETING
October 11, 2018
Agenda

8:00 a.m. in CSS 119
Lunch will be served

- I. Discussion of Minutes from 9/27/18 EC Meeting
- II. Approval of Minutes from 9/27/18 EC Meeting
- III. Business
 - a. Set Agenda for October 25 Faculty Meeting
 - b. Revisions to the Academic Honor Code (**Attachment #1**)
 - c. Modern Languages Line Request
 - d. Compensation from External Grants Policy (**Attachment #2**)
 - e. Rollins Complete (**Attachment #3**)
- IV. Reports
 - a. Curriculum Committee
 - b. Faculty Affairs Committee
 - c. President's Report
 - d. Provost's Report



**EXECUTIVE COMMITTEE MEETING
October 11, 2018
Minutes**

PRESENT

Ashley Kistler, Amy Armenia, Richard Lewin, Patricia Brown, Christopher Fuse, Laurel Habgood, Jennifer Cavanaugh, Wenxian Zhang, Gloria Cook, Grant Cornwell, Emily Russell, Dawn Roe

Guests: Gabriel Barreneche, Devon Massot

Excused: Nagina Chaudhry, Jana Mathews, Susan Singer

CALL TO ORDER

Ashley Kistler called the meeting to order at 8:00 AM.

DISCUSSION OF MINUTES FROM 9/27/18

EC discussed whether the deliberations from the 9/27/18 EC meeting regarding position requests should be detailed in the minutes. EC decided the deliberations should stay in the minutes.

APPROVAL OF MINUTES FROM 9/27/18

The minutes from 9/27/18 need to be edited to make it clear that EC recommended approving a visiting line for Social Entrepreneurship and not a tenure-track line. Additional edits include listing Lewin as seconding the motion to recommend approving a visiting line for Social Entrepreneurship, and noting that he would attend the Development and Alumni Relations committee meeting of the BOT with Zhang.

Zhang made a motion to approve the minutes from the 9/27/18 EC meeting as amended. Fuse seconded the motion. Motion passed unanimously.

BUSINESS

Set Agenda for October 25 Faculty Meeting

Ashley Kistler

The agenda for the October 25 Faculty Meeting will include an update from Meghan Harte Weyant on the Title IX search and process until a new director is appointed, a presentation by Stephanie Henning about the new catalogue software, an explanation

and call for nominations for the Race and Gender Committee, an introduction to Rollins Complete by Patricia Brown, an overview by Devon Massot of the new external grant policy, and if time allows, an overview of pedagogy initiatives by Nancy Chick.

Revisions to the Academic Honor Code

Gabriel Barreneche

Barreneche introduced changes the Honor Council plans to put forward for approval. Most of the changes are clarifications in the code.

A major change comes at the level of formal hearing reviews. As currently written, the only two outcomes allowed from a formal hearing are: the student is found not responsible or they are found responsible and receive an Honors Failure (HF) for the course. The Council struggles with this very severe sanction and is recommending adding sanction review as an option for first-time offenders found responsible after a formal hearing.

Currently, if a student has a second offense and is found responsible, the only option is to give them an HF for the course. The Council wants to add an option for extreme circumstances to allow for something other than an HF on a second offense.

Barreneche will take these changes to the Holt Honor Council and SGA before bringing them back to EC. Since CC has already approved the proposed changes, Cook asked if they will come back to CC if the Holt meetings result in additional changes.

Modern Languages Line Request

Jennifer Cavanaugh

EC deferred discussing this request at their last meeting. The Provost has approved the request.

Compensation from External Grants Policy

Devon Massot

Devon explained that the federal government changed regulations that apply to all agencies when applying for external grants. Instead of telling institutions how to do things, they now require us to have a policy that outlines how compensation is handled.

Fuse noted that FAC reviewed and voted to endorse the policy. Zhang made a motion for EC to endorse the policy. Fuse seconded the motion. Motion passed unanimously. The policy will be brought to the full faculty as a reporting item.

Rollins Complete

Patricia Brown

Brown reported that Holt has been going through the implementation phase of recommendations that came out of strategic planning. They are rethinking of Holt as a

transfer program. Rollins Complete was identified as a way to manage the transfer student population and will require students to have 30 credit hours of transfer credit to enter the program. Holt will still have a process in place for transfer students with fewer credit hours. Cornwell asked how this program will affect students who find they can no longer afford to stay in CLA. Brown said those students will not be affected and will still be able to enter the Holt School program.

Cook asked for guidance on how CC should proceed with reviewing the proposal. Brown's thought is to put a whole package together with the highlighted changes for CC review. Kistler recommends taking this to the full faculty to introduce the concept and request feedback.

ADJOURNMENT

Ashley Kistler

The meeting adjourned at 9:15 AM.



Rollins College Academic Honor Code

The Philosophy of the Academic Honor Code

Integrity and honor are central to the Rollins College mission to educate its students for responsible citizenship and ethical leadership. Rollins College requires adherence to a code of behavior that is essential for building an academic community committed to excellence and scholarship with integrity and honor. Students, faculty, staff, and administration share the responsibility for building and sustaining this community. Each student matriculating into Rollins College must become familiar with the Academic Honor System. The College requires that students be able and willing to accept the rights and responsibilities of honorable conduct, both as a matter of personal integrity and as a commitment to the values to which the College community commits itself. It is the responsibility of instructors to set clear guidelines for authorized and unauthorized aid in their courses. It is the responsibility of students to honor those guidelines and to obtain additional clarification if and when questions arise about possible violations of the Honor Code.

I. The Honor Pledge and Reaffirmation

Membership in the student body of Rollins College carries with it an obligation, and requires a commitment, to act with honor in all things. The student commitment to uphold the values of honor - honesty, trust, respect, fairness, and responsibility - particularly manifests itself in two public aspects of student life. First, as part of the admission process to the College, students agree to commit themselves to the Honor Code. Then, as part of the matriculation process during Orientation, students sign a more detailed pledge to uphold the Honor Code and to conduct themselves honorably in all

their activities, both academic and social, as a Rollins student. A student signature on the following pledge is a binding commitment by the student that lasts for his or her entire tenure at Rollins College:

The development of the virtues of Honor and Integrity are integral to a Rollins College education and to membership in the Rollins College community. Therefore, I, a student of Rollins College, pledge to show my commitment to these virtues by abstaining from any lying, cheating, or plagiarism in my academic endeavors and by behaving responsibly, respectfully and honorably in my social life and in my relationships with others.

II. Definitions of Academic Honor Code Violations:

1. PLAGIARISM. Offering the words, facts, or ideas of another person as your own in any academic exercise.

2. CHEATING. Using or attempting to use unauthorized materials, information, or study aids in an academic exercise. This includes sharing knowledge of previously administered or current tests. The keeping of tests, papers, and other assignments belonging to former students is prohibited. Use of external assistance (e.g., books, notes, calculators, conversations with others) in completing an "in class" or "take home" examination, unless specifically authorized by the instructor, is prohibited.

3. UNAUTHORIZED COLLABORATION. Collaboration, without specific authorization by the instructor, on homework assignments, lab reports, exam preparations, research projects, take home exams, essays, or other work for which you will receive academic credit. **It is important to note that it is the assumed that an assignment must be completed independently unless explicitly mentioned by the instructor.**

4. SUBMISSION OF WORK PREPARED FOR ANOTHER COURSE. Resubmitting previous work, in whole or in part, for a current assignment without the consent of the current instructor(s).

5. FABRICATION. Misrepresenting, mishandling, or falsifying information in an academic exercise. For example, creating false information for a bibliography, inventing data for a laboratory assignment, or representing a quotation from a secondary source (such as a book review or a textbook) as if it were a primary source.

6. FACILITATING ACADEMIC DISHONESTY. Helping another student commit an act of academic dishonesty.

7. VIOLATION OF TESTING CONDITIONS. The specific conditions of each testing environment may be edited by the professor. Otherwise it is assumed that these testing conditions will include, but are not limited to, prohibition of electronic device use at any point (phone or other), communication between students, and possession of readily available notes during the assessment. Looking at other students' answers, allowing other students to look at your test, and working past allotted time are just a few examples where test conditions may be considered to be violated.

8. LYING. Lying is the making of a statement that one knows to be false with the intent to deceive. It includes actions such as (a) lying to faculty, administrators, or staff, and (b) lying to a member of the Honor Council.

9. FAILURE TO REPORT AN HONOR CODE VIOLATION. Failure to report occurs when a student has knowledge of or is witness to an act in violation of the Academic Honor Code and does not report it within ten class days.

III. Reporting a Violation

Because academic integrity is fundamental to the pursuit of knowledge and truth and is the heart of the academic life of Rollins College, it is the responsibility of all members of the College community to practice it and to report apparent violations. All students, faculty, and staff are required to report violations in writing to the Academic Honor Council for disposition. Referrals will be made through the Dean of the Faculty's office.

1. If a faculty member has reason to believe that a violation of the Academic Honor Code has occurred, he/she may have an initial meeting with the student to determine if a violation has occurred. If the faculty member believes that a violation has occurred he/she is required to report it. This initial meeting is to clarify if a violation has occurred and not to determine if a known violation is to be reported.

2. If a student has reason to believe that a violation of academic integrity has occurred, he/she is required to report it to the Academic Honor Council. The student that has witnessed a violation can, but is not required to, encourage the student suspected of the violation to self-report. If the student refuses to self-report, then the student that witnessed the violation must report it to the Academic Honor Council.

3. Staff members that believe they have witnessed a violation must refer the case to the Honor Council for disposition.

Complaints must be made in writing and filed through the Office of the Dean of the Faculty. These complaints are then forwarded to the Academic Honor Council.

Allegations must be submitted in writing within ten days of the discovery of the alleged violation. Complaints against graduating seniors must be submitted by the date senior grades are due to allow time for an investigation before graduation. The complaint should indicate all relevant details, including names of witnesses and must be signed. Submissions may also be made online

IV. Disposition of Cases

Reports of violations may be resolved through Self-Referral, or by informal or formal Resolution through the Academic Honor Council. It is possible to consider Academic Honor Code charges other than those listed in the referral that are based upon the facts of the case. A student accused of an honor violation may not withdraw or exercise the late credit/no credit option from the applicable course once the referral has been made. Any pending or emerging honor code violation will be adjudicated to its completion regardless of whether the student remains in good standing, has withdrawn, is on leave, suspended or dismissed from the College.

V. Self-Referral

Students who commit acts of academic dishonesty may demonstrate their renewed commitment to academic integrity by reporting themselves in writing to the Chair of the Honor Council before someone else has reported the violation. Students may not exercise the self-referral option more than once during their enrollment at the College.

1. If a student self-reports, then the student will not be charged with academic dishonesty. Instead, the Academic Honor Council will notify the Dean of the Faculty or a designee and the faculty member involved. The Dean or designee shall then convene a conference between the student and the faculty member. The purpose of this conference will be to ensure that the self-referral provisions of this Code are followed and to levy a sanction. The Dean (or designee) will notify the Academic Honor Council in writing of the outcome of the conference.

2. In all cases where a student self-reports, the student will be required to successfully complete the non-credit integrity seminar offered by the Academic Honor Council. The faculty member has the discretion to reduce the student's grade for the academic exercise, failing grade on the assignment, a zero on the assignment, a grade reduction in the course in which in violation occurred, or a failing grade in the course. The "HF" designation, however, will not apply. The student will be placed on Academic Honors Probation.

VI. Resolution through Academic Honor Council

The Academic Honor Council investigates and adjudicates reported cases not resolved through self-referral.

1. Purpose of the Academic Honor Council. The Academic Honor Council hears cases of academic honor code violations, determines responsibility, and assigns academic penalties. **It must be noted that the first duty of the Academic Honor Council in a hearing is to determine responsibility. It is only after this is decided that sanctions should be discussed.** The Academic Honor Council provides opportunities for student, faculty, and staff service. Faculty participation in the process is crucial for historical consistency and guidance, and the faculty will designate two advisors to the Academic Honor Council. An additional role of the Academic Honor Council is to educate the Rollins College community about the honor system and academic integrity.

2. Membership. The Academic Honor Council shall consist **of a minimum of** fourteen and **a maximum of twenty** student members who shall be selected through an application process administered by the Dean of the Faculty's Office. The Dean of the Faculty [screens applicants for minimal GPA and conduct infractions and] forwards qualified applicants to the Academic Honor Council, which reviews the essays and recommends acceptable applicants to the Dean of the Faculty.

In the event that there are more applicants than positions, the Academic Honor Council will

conduct interviews and make recommendations to the Dean of the Faculty. Applicants submit a written application that includes a personal statement explaining why they believe

academic integrity is important and why peer review is essential as well as a recommendation from a faculty member at Rollins. In this application, students should explain any conduct infractions for which they may have been held responsible, and why such events, if any, should not remove them from consideration for the Academic Honor Council. All full time CLA students are eligible. A minimum GPA of 3.0 is required and the student cannot be or at any time have been on academic, disciplinary or community probation.

The office term for members of the Academic Honor Council will terminate upon graduation. Students shall be removed from the Academic Honor Council if they are found to be in violation of the Academic Honor Code, or if they have been placed on academic, disciplinary, community, or resident hall probation. The Academic Honor Council will hold a required training session for members and advisors. This will be conducted to the end of the spring term. At that time, officers will be elected.

3. Officers. There shall be a Chair, Vice-Chair, Secretary, and Education Coordinator. These four officers, and the staff advisor, shall comprise the Executive Committee. The Chair must have served for one year on the Academic Honor Council (except during the transition year of this policy). The Chair shall preside over Academic Honor Council meetings and shall decide questions of procedure and interpretation. The decision of the

Chair is subject to veto of two thirds of the Academic Honor Council members. The Vice Chair serves as chair in the absence of the Chair. The Secretary shall keep a taped recording of all meetings, a record of findings and a brief summary of the facts of the case and penalties imposed. **The Education Coordinator will be responsible for student body education and new member orientation.** The Vice Chair, Secretary, and Education Coordinator shall participate in discussions and shall be voting members of the Council. All communication to an accused student will come from the Academic Honor Council Chair, supported by the Office of the Dean of the Faculty. Annually, the Chair shall prepare a report of the activities of the Academic Honor Council and submit the report to the Academic Affairs Committee.

4. Faculty and Staff Advisors. The Faculty Executive Committee shall appoint two or more faculty advisors to the Academic Honor Council. They shall serve two-year terms, staggered if possible. The primary role of the faculty advisors is to participate in training of the Academic Honor Council members and to assist members of that Council in understanding and interpreting the application of the Honor Code as it pertains to academic exercises. Additionally, a designee appointed by the Dean of the Faculty will serve as a staff advisor, assisting in recruitment, selection and training of the members of the Academic Honor Council, and advising on issues of procedure.

VII. Informal Resolution

If a student does not self-refer before a violation has been reported, then he/she may resolve allegations of Honor Code violations through an informal resolution process.

1. If the Executive Committee of the Academic Honor Council determines, after a preliminary investigation, that a report of academic dishonesty is supported by reasonable cause, it will inform the accused student in writing of the charges, and shall offer him/her an opportunity for an informal meeting with the AHC board to review the case. The AHC informal hearing board will be comprised of at least one member of the executive board serving as chair and two at-large members from the Academic Honor Council. The staff advisor must be present at this meeting. The Executive Committee shall also provide the accused student with a copy of this Code and a statement of procedural rights approved by the Academic Honor Council. The accused student is entitled to select a Rollins College student, faculty, or staff advisor. The advisor may accompany the accused student to the informal meeting and may consult with the accused student prior to or during the course of the meeting. The role of the advisor in this meeting is limited to making sure that the accused student understands his procedural rights and responsibilities. The advisor may not question or challenge the nature of the evidence that led to the charges. If the student cannot select an advisor, the Council will appoint one in advance of the informal meeting.

- a. The student pleads not responsible and requests a full review of the case that may lead to a formal hearing (see section on Formal Resolution).
- b. The student acknowledges responsibility for committing a violation of the code and accepts the standard “HF” sanction.
- c. The student accepts responsibility, but requests a review for purposes of sanctioning only.

2. If the accused student selects option c. and has no prior record of academic dishonesty or serious disciplinary misconduct, the Executive Committee of the Council and the student, in consultation with the faculty member of the course, may reach an agreement concerning how the case should be resolved. The Council may impose grade penalties including a failing grade on the assignment, a grade reduction in the course in which the violation occurred, or a failing grade in the course. If the student receives a failing grade in the course as part of the sanction, it will be noted on the transcript as an HF (Honors Failure). Students found responsible for a violation of the Academic Honor Code are also placed on Academic Honors Probation and required to participate in and successfully complete an ethical principles seminar.

3. A written statement signed by the student and the Council must support any sanction agreed upon by the student and the Council. The Academic Honor Council shall inform both the student and the Dean of the Faculty of the sanction imposed.

VIII. Formal Resolutions

If a student pleads not responsible at his/her informal review, then he/she may resolve allegations of Honor Code violations through a formal resolution process.

1. The Investigation.

a. The Executive Committee shall appoint two Investigators from members of the Academic Honor Council for each reported violation. **The two attending members from the informal hearing will act as the Investigators for the case. The investigators may not act as voting members in the Formal Hearing.** In addition to the investigators, the Executive Committee shall appoint three or five additional members of the council to be voting members at a particular hearing. In this way, all Academic Honor Council members, excluding the Chair, will be given the responsibility to be an Investigator or a voting member at a formal hearing.

b. Investigators will interview all accused students and witnesses and assemble all pertinent documents. Honor investigators should interview all witnesses together. It is the accused student’s responsibility to fully cooperate with the investigators.

c. Both Investigators review the case with the Academic Honor Council Chair in order to determine if there is sufficient evidence to recommend that a formal hearing be held. If it

is determined that there is insufficient evidence of a violation, then the Chair will write a letter of clarification to the accused student and the case is dropped.

2. The Hearing.

a. If a formal hearing is required, then the Chair of the Academic Honor Council shall notify the student in writing of the possible times available to the Academic Honor Council to hold the formal hearing. The Chair will contact the accused student to explain the charges and the student's rights, obtain a plea to the charges, and discuss all aspects of the process. If the accused student needs and requests support and assistance in preparing for the hearing, the Chair will arrange for that assistance, within reason.

b. Names of witnesses listed in the report will be edited out for confidentiality reasons and their testimony made available to the accused. All parties must understand that the investigation is confidential and its details, findings, and conclusions may not be released. Retaliation against witnesses as a consequence of statements they may make will be considered as a possible violation of the Code of Students' Rights and Responsibilities.

c. The Chair schedules a timely hearing and again, notifies the student of the time and place of the hearing. The accused student is expected to be present during the hearing. The accused student may also bring witnesses to the hearing. If the student chooses not to attend, the hearing will still be held, and the student's absence shall not invalidate the results of the hearing nor be in itself a reason to challenge the results of the hearing.

d. The order of the proceedings in a hearing shall be as follows:

- i. Presentation of the charge.
- ii. Request for a plea.
- iii. Presentation of evidence by Investigators.
- iv. Opportunity for a response by the accused student.
- v. Closed deliberations by the Council.

e. The Academic Honor Council shall conduct hearings according to the following guidelines:

- i. Hearings will be conducted in private subject to the list of attendees noted below.
- ii. Admission of any person to the hearing shall be at the discretion of the Academic Honor Council Chair, with advice, if needed, from the Council's Advisors.
- iii. The accused student is entitled to select a Rollins College student, faculty, or staff advisor to assist in preparation for the hearing. The advisor may accompany the accused student to the hearing and may consult with the accused student prior

to or during the course of the hearing, but may not address the Chair or the Academic Honor Council.

- iv. Persons to be present at hearings include the Academic Honor Council Chair, five members of the council, two investigators, advisors, the accused student, the accused student's advisor, and witnesses relevant to the case. The presence of all the appointed members of the council is required to hold a meeting. Relevant witnesses shall be present only during their own testimony, subject to questions from the Academic Honor Council; however, they may be required to remain available for the duration of the hearing. The witness making the accusation is not required to be present at the same time as the accused. The accused student does not have the right to cross-examine witnesses, unless permission is granted by the Chair.
- v. The Academic Honor Council, at the discretion of the Chair, may accept pertinent records, exhibits, and written statements as evidence for consideration. However, formal rules of process, procedure, and/or technical rules of evidence, such as are applied in criminal or civil court, are not used in Academic Honor Code proceedings. The accused student does not have the right to have an attorney present in Academic Honor Code proceedings.
- vi. All procedural questions are subject to the final decision of the Academic Honor Council Chair. After the hearing, the Council shall determine by at least a four to one vote whether the student has violated the Academic Honor Code. If two or more voting members dissent, the accused shall be found not responsible.
- vii. The chair of the Council is a non-voting member.
- viii. The Academic Honor Council's determination of whether the student violated the Honor Code shall be based solely on the standard of whether there is clear and convincing evidence that the accused student violated the Academic Honor Code.
- ix. The staff advisor and at least one faculty advisor to the Academic Honor Council must be present at all meetings.

f. There shall be a single verbatim record, such as a tape recording or equivalent, of all hearings. The record will not include deliberations and will be used only for the appellate process. The record shall be the property of the College and destroyed seven (7) years after graduation or date of last attendance.

g. Any hearing may be postponed, recessed, or continued at the discretion of the Academic Honor Council Chair.

3. The Findings.

a. If the student is found not in violation of the Academic Honor Code, a letter will be written from the Chair to the student and faculty member informing them of the decision of the Academic Honor Council.

b. No finding of violation or setting of penalties may be based solely on the student's failure to appear at the hearing.

c. If a violation of the Code is found, the Academic Honor Council will impose each of the following sanctions:

- i. The minimum penalty for a finding of responsibility by the Academic Honor Council is a grade of HF in the course; and
- ii. Required participation in and successful completion of an ethical principles seminar; and
- iii. Academic Honor Code Probation until graduation.

d. The finding and sanction (if applicable) will be communicated in writing to the student and the faculty member of the course in which the incident took place.

IX. Sanctioning Guidelines

Once a student pleads responsible and requests a sanction review, the attending Council will conduct a review of the case and determine penalties accordingly. It is important to note that intent will not be factored into the AHC's determination of sanctions. Depending on the nature of the violation and any extenuating circumstances, one or more of the following penalties will be imposed:

1. Any student who is found guilty of an Honor Code violation shall automatically be placed on Honor Probation. Probation remains in effect until graduation.

2. Any student who is found guilty of an Honor Code violation shall have a written letter of reprimand placed in his/her permanent file that censures the inappropriate action in writing.

3. Upon a finding of responsibility, the Academic Honor Council shall impose the following sanctions:

a. Grade Penalty: **In the circumstance that the student has no prior record of academic dishonesty, a sanction review may be conducted by the attending council members. In this event, the council may give any sanction within the course and course grade. This includes, but is not limited to, a grade reduction on the assignment, grade reduction in the course, and recompletion of the assignment for partial credit. If the student has a previous record of academic dishonesty, the minimum penalty shall be failure in the course, recorded as an Honors Failure (HF), unless extenuating circumstances are noted by the council. In the event of extenuating circumstances, the present council must receive permission from the present advisor to the council in order to administer a sanction besides an HF, the council should consult the present faculty advisor before administering sanctions other than an HF.**

- **b. Education: The student will be assigned materials that help educate them that may include a plagiarism workshop/online certification and an “integrity packet” that will include a series of ethical prompts regarding the Honor Code.**
- **b. Suspension: Suspension may be any period of time through three years and is an appropriate sanction for intentional dishonesty in the event of a third offense. The attending council members will send their recommendations of suspension to the advisor of the Academic Honor Council, where the sanction will be decided.** A student may not receive credit for work taken at another institution during the period of the suspension.
- **c. Dismissal: This is a possible sanction for academic dishonesty beyond a second offense.**

4. Students found responsible for failure to report an academic honor violation shall at a minimum be placed on Academic Honors Probation and shall be required to attend the ethics seminar. **It is to be clearly noted that intent is considered irrelevant to the council, and will not be taken into account during the council’s sanctioning procedure during either informal or formal hearings.**

X. Appeal Procedures

A written appeal from a finding of guilt of the Academic Honor Council may be made to the Dean of the Faculty within 10 class days of the decision. Only findings of responsibility by the council can be appealed.

1. Prior to an appeal, if the student believes there to be new evidence or relevant facts that were not brought out in the original hearing and that may be sufficient to alter the original finding, the student may make a request that this information be considered. The student must make such a request in writing to the Academic Honor Council Chair by the date designated in the sanction letter. If the purported new evidence or relevant facts are deemed by the Chair to be substantial enough to potentially change the Council’s decision, the matter will be returned to the Academic Honor Council for reconsideration.

2. If a student is found to have violated the Academic Honor Code by the Academic Honor Council and the student believes the finding was prejudicial or biased, the student may appeal. Appeals must be made in writing to the Dean of the Faculty by the designated date in the sanction letter. The Dean will provide the Academic Honor Appeals Committee with the written appeal. In making the appeal, the student must furnish evidence that there was procedural misconduct by the Academic Honor Council that was prejudicial to the accused student.

3. The Academic Honor Appeals Committee is comprised of the Dean of the Faculty, the Chair of the Academic Honor Council and the Faculty Advisor to the Honor Council not present at the hearing. The Academic Honor Appeals Committee will meet to determine if grounds for appeal exists. The review will be limited to the verbatim record of the Informal and Formal hearing, supporting documents, and the written appeal. New evidence or other relevant facts not part of the original hearing will not be considered.

4. The accused student will be notified in a timely fashion of the Academic Honor Appeals Committee's determination. Decisions of the Academic Honor Appeals Committee are final.

5. If a student elects to file an appeal, pending a decision from the Academic Honor Appeals Committee, the student may continue to attend all courses and participate in College life as usual. However, until a case has been completely resolved (hearing, all appeals, etc.) the student may not graduate from the college. Similarly, a student who has received sanctions must complete any requirements of those sanctions prior to graduation.

6. A student with an "HF" and no other record of academic dishonesty may request, no earlier than one semester before graduation and no later than one academic year after graduation, that the Academic Honor Appeals Committee remove the "H" from the "HF" so that the transcript does not reflect in perpetuity that the failing grade was the result of a case of academic dishonesty. Seniors that receive an "HF" can make a similar appeal no more than one academic year after graduation.

XI. Impeachment Procedures

If any officer or member of the Academic Honor Council is accused of failure to discharge the duties of the office, the Council sitting as a board of impeachment shall hear the accusation. A quorum of two-thirds, excluding the accused, is required for a valid hearing. A majority vote of those present and voting, excluding the accused, is required to uphold the impeachment charge. The chair shall vote with the Council members. Proceedings in such cases shall be initiated by a petition from three members of the Council or by a petition signed by five members of the student body

XII. Amendment Procedures

The Academic Honor Code shall **be reviewed by the Council every 2 years following implementation of revisions in 2018** and may be amended in the following manner:

1. Proposed amendments may come from the **Academic Honor Council**, Student Government Association, the faculty governance system or the Dean of the Faculty.
2. Amendments are submitted to the Executive Committee of the Faculty. The Executive Committee will then forward the proposed amendment to the body or bodies that did not submit the amendment for approval.
3. Once approved by the Faculty of Arts and Sciences and the Student Government Association, the proposed amendment will become part of the Academic Honor Code.

XIII. Misc. Guidelines

Rights and Responsibilities of Faculty Members

1. The faculty member in whose course the infraction may have occurred may appeal the finding of the Council to the Academic Honor Appeals Committee.
2. It is a faculty member's responsibility to be clear about which assignments are collaborative and which are not. A faculty member may wish to include a "collaborative statement" on an assigned work that requires students to identify the names of other collaborators. A sample statement could read "I worked on this assignment with _____ and received help from ____."
3. It is the instructor's discretion whether to proctor an exam. Unproctored exams shall be optional but are highly encouraged.
4. ALL complaints in regards to the Academic Honor Council go to the Dean of the Faculty's Office and will be reviewed by the Academic Honor Council Appeals Committee.

Student Organization "Test Files" The keeping of unauthorized tests, papers, and other assignments belonging to former students violates the spirit of academic integrity. Organizations keeping unauthorized files must dispose of those files. Organizations who retain these unauthorized files will be cited as a judicial violation, subject to The Code of Students' Rights and Responsibilities. This does not preclude the keeping of tests, papers, and other assignments when specifically authorized by the instructor.

Assessment. Implementation will begin in fall 2006. Annual reports will be submitted to the Dean of the Faculty and to the Academic Affairs Committee so that this process may be assessed and changes implemented. The Academic Affairs Committee will request a periodic review at least once every five years. The review committee will consist of two

faculty members appointed by the Dean of the Faculty, two students appointed by the Dean of Faculty, and one member of the administration.

XIV. Education

This honor system, like any honor system, works only to the extent that participants understand and embrace the values and process by which these values are upheld and celebrated.

To this end, it is the responsibility of all members of the academic community to educate new members of the community about the honor system. There should be agreement amongst all members that an honor system is critical to the educational process, to the institution's mission, and to student's personal and academic success.

Although not exhaustive, the following are some of the ways in which the College community can learn about (and embrace) the honors system:

1. Presentation to all first year students through the RCC. The Honor Council could provide a common orientation, followed by in class discussions with Peer Mentors and faculty.
2. Peer Mentors, Residential Assistants, and Student Government Association members incorporate a training block as part of their preparation.
3. An online web site will be developed with links, expanded details, and descriptions of academic integrity concepts. Specific examples may be cited.
4. Peer education is highly effective, and all efforts should be made to encourage peer education (through the Honor Council).
5. Each faculty member should address the issue of academic integrity not only in the syllabus, but also in class throughout the term.

Acknowledgements

This policy is adapted, with permission, from the University of Maryland, the University of Richmond, and Washington and Lee University. We gratefully acknowledge the contributions of many other schools including Trinity University (TX), Georgetown University, Birmingham Southern College, James Madison University, Wheaton College,

Gettysburg College, Vanderbilt University, Rhodes College, St. Olaf College, University of Miami, Davidson College, Emory University, University of Denver, Valparaiso University and Bucknell University.

ATTACHMENT 2

Title: Compensation from External Grants and Sponsored Projects	Type	KI
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 _____ 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.

Restructuring The Hamilton Holt School

Undergraduate Programs

Background

During the Holt Strategic Planning process in early spring 2018, an examination of enrollment trends led to the classification of Holt undergraduate students in three groups: transfer students, first time students, and music majors. Subsequent study found that Holt transfer students had a retention rate in excess of 80%, while Holt first time students had a retention rate averaging 30%. Recognizing the success of the Holt transfer student population, it was recommended that the Holt School focus its enrollment efforts on this population. Descriptions of the characteristics of each subgroup, with structured responses intended to establish appropriate academic pathways for degree completion, follow.

Transfer Students with 30 or More Credits

Rollins Complete, which will commence in fall 2019, is a degree completion program for students who have demonstrated academic success by completing 30 or more college credits with an overall grade point average (GPA) of 2.5 or better. Students admitted to the ***Rollins Complete*** program will be accepted into the major of their choice and will follow articulated degree maps to degree completion.

First-Time and Students with Less Than 30 Credits

The establishment of ***Rollins Complete*** suggested further review of first-time students with no credit and students with less than 30 credits. Together, these represent approximately 10% of Holt enrollment. Concerns about retention rates suggest action to eliminate barriers and to support academic success. A formalized management approach that offers a structured pathway of courses, advisement, and support intended to build a foundation for academic success is envisioned. Once students complete the prescribed program of studies with a 2.5 GPA, they will be able to declare their major and transition into ***Rollins Complete***.

Music

Examination of first-time Holt students showed that those majoring in Music were retained at rate in excess of 85%. The structure and curriculum of the Holt music program does not conform to a Rollins Complete format and is, therefore, exempt from the Rollins Complete format and will operate as a stand-alone program