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Minutes, Crummer Graduate School of Business Faculty Meeting, Monday, March 19, 2007

Crummer Graduate School of Business Faculty
Rollins College

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**Roy E. Crummer Graduate School of Business
Rollins College
Faculty Meeting Agenda
Room 108, 1:30 PM.**

March 19, 2007

Welcome.....Craig McAllaster
Review/Approval of Minutes.....Craig McAllaster
Institutional Review BoardJim Eck
Disaster Plan progress.....Allen Kupetz
Changes to Bylaws.....Craig McAllaster
Other Business.....Craig McAllaster
Kudos.....Craig McAllaster
Adjournment.....Craig McAllaster

**Next Faculty Meeting
Tuesday April 17, 2007
Room 108
1:30 – 3:00 pm**

Faculty Meeting – Room 108
Monday March 19, 2007
1:30 – 3:00 pm

Crummer Faculty & Staff Present:

Susan Bach, Lynda Boyce, Jackie Brito, Pam Clark, Tom Kruczek, Craig McAllaster, Erica Sorrell, Nicole Vickers, Laurel Adams, Michael Bowers, Sam Certo, Henrique Correa, David Currie, Ralph Drtina, Jule Gassenheimer, Ted Herbert, Jim Higgins, Mark Johnston, Halil Kiyamaz, Ed Moses, Keith Whittingham, Jim Eck, Roger Casey

Welcome.....Craig McAllaster

Approval of MinutesCraig McAllaster

Institutional Review Board Jim Eck

Jim Eck discussed the Institutional Review Board proposal that is designed to provide safeguards for research participants. The guiding principals may be reviewed at www.rollins.edu/IRB . There was a brief faculty discussion and then by unanimous vote the Faculty voted to affirm the IRB process.

Disaster Plan ProgressAllen Kupetz

Allen did an overview of the findings from the disaster plan committee. The five page report is attached. As a robust discussion of the plan, several faculty members indicated that they would begin filming their lectures and guest speakers to build up a library of content to be used in the case of extended closures at Crummer.

Tenure/Promotion Timeline in Bylaws section 7.10.....Craig McAllaster

A comparison of the Rollins Faculty Bylaws and the Crummer Faculty Bylaws showed a variance in the timeline for Tenure/Promotion. (Comparison sheet attached) The Faculty voted to accept the date changes and make it a permanent part of section 7.10 in the Crummer Bylaws.

Other Business:

- Please make sure you are locking your classrooms after each class.

Kudos:

- Ralph Drtina and Laurel Adams has a paper accepted to Management Accounting Quarterly.
- Mark Fetscherin was invited to Harvard University (Kennedy School of Government) to give a speech about a paper he has written with Dr. Marc Sardy about the following topic, “Branding or Buying? China’s cross-boarder M&A in the 21st Century”
- Submitted to conference: Fetscherin, M., Powers, N., Brand Premium of Luxury Goods and the Counterfeit Market: The Case of Louis Vuitton

Handbags. Undergraduate Research Conference on Glogal Enterprise, march 24, Indiana, USA.

- Ted Herbert: Herbert, T.T., Alon, I., & Muñoz, J.M. "Outsourcing to China: Inward Internationalization for Outward Expansion", *International Journal of Chinese Culture and Management*, accepted for publication; in press.
- Herbert, T.T. "Leadership In Entrepreneurial Organizations: Preliminary Evidence from an Exploratory Study", presented to the Annual Meeting of the U.S. Association for Small Business and Entrepreneurship, Orlando, FL, January 13, 2007. Published in *Proceedings of the 2007 Annual Meeting of the U.S. Association for Small Business and Entrepreneurship*.
- Alon, Ilan, Theodore T. Herbert, and J. Mark Muñoz, "Performance Strategies for the Globalizing Chinese Organization: Resource and Capabilities-Based Insights from a Three-Level Strategic Fit Model", presented to the Globalization of Chinese Enterprises international research conference at Rollins College, November 30 - December 1, 2006. Accepted for publication as a chapter in *The Globalization of Chinese Enterprises* (New York: Palgrave Macmillan), in press.
- Alon, I., Herbert, T.T., & Muñoz, J.M. "Outsourcing Opportunities and Threats in China", presented to the annual meeting of the South-East Academy of International Business, Clearwater, FL, October 25-28, 2006. Published in *Proceedings of the Annual Meeting of the South-East Academy of International Business*, Clearwater, FL, October 2006, pp. 29-41.
- Alon, Ilan, Theodore T. Herbert, and J. Mark Muñoz, "Assessing the Potential for Chinese Global Integration," presented to the annual meeting of the Academy of International Business, Beijing, June 24, 2006. Published in *Proceedings of the Academy of International Business Conference*, Beijing, China.
- Alon, I., Herbert, T.T., & Muñoz, J.M. "Globalizing the Chinese Business Enterprise: A Model of Organizational Alignment Requirements", presented to the annual meeting of the Academy of Management, Atlanta, August 2006. Abstract published in *Proceedings of the Annual Meeting of the Academy of Management*, Atlanta, August 2006, p. 80.

Adjournment.....Craig McAllaster

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Crummer Disaster Preparedness

Rick Rescorla, the hero of Morgan Stanley, saved all but 3 of 3,700 Morgan Stanley employees in the World Trade Center on September 11, 2001 by doggedly insisting Morgan Stanley practice evacuation drills after the first World Trade Center bombing in February 1993.

The Crummer Disaster Preparedness committee (CDP), consisting of Jim Gilbert, Marc Fetscherin, Clay Singleton, Lynda Boyce and Allen Kupetz, was charged with preparing for the possibility that classes could not be taught in Crummer Hall for an extended period of time.

Assumptions

The committee assumed:

Students would have electricity
Internet would be available
Rollins College Blackboard would be available
Classes would be disrupted for no more than twelve weeks
No surface mail would be delivered

They also assumed that any disaster preparedness plan would have to be funded continuously and indefinitely – continuously because technology changes and indefinitely because we cannot know when disaster will strike.

Alternatives

The CDP considered several alternative approaches to continuing to provide classes.

- **Core only?** Providing only core classes is possible but a full complement of courses would accommodate all students regardless of where they were in their program and would allow all faculty to participate.
- **Short or long term?** Both immediate and long range solutions need to be developed and they probably will be different.
- **Make or buy?** Outsourcing classes has some appeal but the CDP was concerned that in a national disaster Crummer would be better off creating its own content to avoid the inevitable scramble among colleges for limited broadcast content and to maintain the loyalty of Crummer students.
- **Required infrastructure?** Crummer has much of the physical infrastructure required to make classes available but will need to constantly update, train, and prepare to make effective use of the equipment and resources both for faculty and staff.

Best Alternative

The CDP determined that the most attractive alternative would be:

Real time live video multicasted¹ from professors' homes to students' homes via the Internet

Several other issues were raised:

- **Staff support?** Staff will need to be involved in planning and execution of both short and long range plans.
- **Digital content?** Every reasonable solution involves digitizing all content.
- **Spin-off products?** Solutions that lend themselves to on-line courses and other products that might generate revenue should be preferred over stand-alone solutions.
- **Human factors?** Most faculty and staff will need training and assistance to set-up, update and execute the plans.
- **Fire drills?** Any plan will require continuous vigilance and practice to be effective. Like Morgan Stanley's evacuation drills, the plan will need to be tested every term for every cohort and in every class.

Trade-Offs

Given the assumptions and the real time multicasting solution envisioned above, the trade-offs look like:

Degree of Interaction high	Skype two-way video and audio limited to 10 participants 3	WebEx or similar two-way video and audio conference with high number of participants 4
	Real-time instant text messaging 2	Blackboard with PowerPoint presentations, scanned copies of handouts and chat room but no real-time interaction 1
low	low	high
	Number of Users	

This diagram suggests that there is a trade-off between the number of users and the degree of interaction. Cell 1, for example, allows low interactivity but can reach a high number of users. Cell 2 has low interactivity and reaches few users. Cell 3 is better with high

¹ Multicasting is delivered only to authorized users whereas broadcasting is available to everyone. Besides, this wouldn't be an academic committee report without at least one footnote.

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interaction but is limited to, at most, ten simultaneous users. Cell 4 is best with high interactivity and a high number of users.

Recommendation for the Short-term

Start immediately to implement the “Skype” solution. This short-term solution will require:

- all faculty and staff be equipped with web cameras, microphones, high-speed Internet access from home, scanners and software (Skype, Snag-it, and Adobe Acrobat).
- all students be equipped with web cameras and microphones, Skype software and be required to have high-speed Internet access from home. Disallow any student from bringing their own computer to avoid problems.
- all staff and faculty have laptops and they take them home every day with web cameras, microphones, high-speed Internet access from home, and software (Skype, Snag-it, and Adobe Acrobat)
- a Crummer-specific faculty and staff virtual help desk be established with (one) Crummer faculty and (one) staff and a permanent IT staff member to assist in installing the new equipment and provide on-line support in case of emergency. These personnel will need software (like PCAnywhere) to provide remote assistance.

Crummer faculty with Dell D600 will be able to communicate with four students and with the D620, nine students. This is a short-term solution. For classes with more than nine students, multiple sessions will have to be held.

Staff

We recommend that all staff be trained to use the same technology as faculty so they can communicate with faculty, students, and each other. Staff in centers should be identified with specific faculty and tasked to help them with their classes in case of emergency as we envision that centers will be shuttered for the duration. Staff will be in great demand to answer student and employer questions and need to be deployed to help everyone as much as possible.

Digital Content

Faculty must digitize all their content and make it available on Blackboard. In most cases digitizing will be as simple as scanning existing materials and producing Adobe pdf files. In other cases faculty will have to be more creative but as time passes and all student materials are digitally captured, the current logistical problem will solve itself. Textbooks are another matter. Currently there does not appear to be a solution other than for faculty to be prepared to scan sections and place them on Blackboard or do without.

Short-term Timetable

Tests of this solution should start immediately and, no later than end of the first summer session, Crummer should have:

- a faculty meeting where four faculty are in their offices in Crummer Hall and connected to the faculty meeting via Skype. This approach will allow us to work out some of the bugs before taking the solution to students.
- a class where up to nine students are asked to go to breakout rooms and participate in the class via Skype. Help will be available to work out any bugs.
- a class where up to nine students are asked to stay home and participate in the class via Skype.

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No later than the beginning of the September term Crummer should have:

- all faculty content digitized and posted to Blackboard.
- publicity for this plan but not until the bugs are worked out and we have a long-term solution in view. Crummer's preparedness should be seen by students as one of our comparative advantages.
- a schedule of fire drills for the 2007-2008 terms.

Long-term Recommendation

Skype is free and available immediately. If our initial tests are successful we could be prepared for a disaster by the beginning of the fall term. Skype has limited interactivity, however. The best solution is more capable – and more expensive – software, like companies use to train their worldwide sales force. We recommend Crummer start immediately to investigate these software solutions, perhaps as a class project Allen's technology class in the fall.

Reasonable Questions

This plan raises a number of reasonable questions:

- **What if there is no student demand for our courses?** Better to be prepared.
- **How will we get up to speed with the technology?** Several Crummer faculty and staff have the expertise to install, operate, and troubleshoot the technology described here.
- **What about textbooks?** Potentially, a big problem. We may have to do without or scan in and upload pages ourselves. Long-term plan should proactively check with major textbook firms to see what they offer in DVD or other media versions.
- **What about exams?** The Crummer code would still apply. Blackboard has some limited testing capabilities. Perhaps the long-term plan software will have an innovative way of assessing students' performance. Nevertheless, academic rigor should not be compromised.
- **How will we protect our intellectual property?** Blackboard already protects our intellectual property and the intellectual property of others we use in our classes.
- **Will our pedagogy have to change?** We view this solution as the least disruptive to our current pedagogy and our connections to our students. Some things, like field trips, will not be feasible.
- **Who can we turn to for help in digitizing our content?** Crummer staff will be available but each faculty member will have a scanner and should learn to digitize their own content.
- **What if we do not want to participate?** Each faculty member should decide for him or herself whether to participate in these plans. Faculty who do not participate will not be prepared to teach and in the inevitable chaos of an emergency could not expect much help. Faculty who do not teach face the very real possibility they will not be paid. No one can predict the type of disaster or the aftermath. Rollins may be forced to suspend all salaries. Faculty members who participate, however, will serve

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our students and increase Crummer's chances of coming through a disaster with our reputation and finances intact.

Those interested in reading more about some of the enabling software should review:

<http://www.crummership.blogspot.com/>

Current Crummer Bylaws

7.10 Tenure/Promotion Timeline

First week in April --

Dean solicits intention of faculty members eligible for promotion/tenure.

Last week in April --

Dean notifies the Provost of Faculty applying for tenure/promotion

Third week in

September -- Deadline

for submission of all materials from Faculty applying for Promotion/tenure

Last Week in October -

- Peer Review committee notifies tenured faculty of individuals seeking tenure

October through early

April -- Dean,

Committee, Provost, and President conduct due diligence for tenure/promotion decision, and make a recommendation to Board of Trustees.

Mid-April – Board of Trustees act on request for promotion or tenure

April 30 -- Notification to applicant of the outcome.

Section 9 -- Rollins College Faculty Bylaws

Section 9. Timing for Tenure Evaluation

May 15: Deadline to notify Dean to become a candidate for tenure

September 30: Dept. committee writes report and copies the FEC, Dean, and candidate

October 15: Response due to FEC & Dean

October 31: Dean's report to Evaluation committees

November 7: Candidate challenges.

December 8: Evaluation committees report sent to candidate

December 15: Candidate response with any issues sent to the Dean and Evaluation committees.

December 15: Materials sent to the Provost:

January 15: Provost writes recommendation to the President

February: President presents to Trustees*

March: Presentation to all faculty meeting

Proposed change to Crummer Bylaws

7.10 Tenure/Promotion Timeline

Last week in April --

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May -- Dean notifies the Provost of Faculty applying for tenure/promotion

First week in

September -- Deadline

for submission of all materials from Faculty applying for Promotion/tenure

Last Week in October -

- PRC notifies tenured faculty

November -- Candidate challenges

First week in

December—Materials send to Provost

First week in January -

- Provost sends recommendations to president

January – President reviews tenure recommendations

February -- President presents to Board of Trustees.

March -- Notification to applicant

May – Promotions presented to Board