

December 17, 2003

To: Zicklin Full-Time Faculty  
From: John Elliott  
Re: Summer Research Awards and New Policy on Research Release-Time

This memo describes policies to be implemented, in the case of summer research awards, during summer 2004 and, in the case of research-related teaching release, during the fall 2004 semester. These policies, the first intended to reward research productivity and the second to tighten requirements for obtaining research-related teaching release are intended to increase the scholarly output of Zicklin faculty, essential to our Top 25 plans. They were recommended by the Task Force on Research, and endorsed both by the School P&B Committee comprised of the Department Chairs and by the Executive Committee with elected representatives from each of our departments. I support them fully.

**Summer Research Awards** (*Application Form attached*)

The Zicklin School Committee on Retention and Support issued a spring 2002 report (approved by the Zicklin faculty) recommending implementation of annual awards for faculty based on performance in research as well as teaching and service. This initiative was successfully challenged by union leadership and was not implemented. It did, however, lead to salary cap changes in the contract that, with the availability of funds from higher MBA tuition, have permitted us to recruit and retain new and recently hired faculty with considerable success. We still, however, face the need to support the performance of our productive longer-serving colleagues.

We are currently able to implement a summer program that addresses one critical area of our endeavors, research. It can be funded from either tax-levy (e.g., MBA supplementary tuition) or non tax-levy (e.g., private fundraising) sources and, because of its nature as a summer research program, does not conflict with union rules. Given available funds, I am allocating \$150,000 for this program to be awarded during the summer 2004 period and I will, if funding permits, most certainly devote additional resources to these awards for summer 2005. ***Any full-time Zicklin faculty member who is not already receiving research support during the 2003-2004 academic year is eligible to apply.***

The ideas that are guiding our plan include:

- It will be simple to apply with the award decision based on a brief, one-page, non-technical description of your project(s), its significance, and your research record

over the previous two-year period as represented in your vita on file in the Dean's Office.

- Proposals will be submitted to and vetted first by Department Chairs via a consultation process determined locally. Department Chairs will submit a ranking in descending order from most to least deserving to the Executive Committee of the Zicklin School.
- The Executive Committee, subject to the funds available and the number and nature of the proposals, will recommend to the Dean an award amount up to a maximum of 2/9<sup>ths</sup> of one's base salary.\* Since an important objective is to offer support to as many research active faculty as possible who apply, it is unlikely that awards of 2/9ths will be granted given the funds available this year.
- The Dean will make the final decisions on awards and inform faculty members before the end of the spring 2004 semester.

### **Research-Related Teaching Release**

Virtually all Zicklin tenure-track faculty are awarded three hours of teaching release time each year for research whether they are research active or not. This practice must soon end if we are to continue to make progress toward our goals.

I intend for us to take the first steps in this direction by eliminating research-release time for selected faculty in the fall 2004 semester. I do not intend, however, for these decisions to be made without consideration being given to faculty members' contributions across the spectrum of our activities. It will work as follows:

- Using information contained in faculty members' most recent vitae and on the basis of evaluations conducted by the Zicklin School's Executive Committee during spring 2004, individuals with insufficient evidence of scholarly research activity in the previous five years (e.g., since 1999) will be flagged for possible loss of research-release time for the 2004-2005 academic year. **(If you have not submitted an up-to-date vita to the Dean's Office, there will be no basis for evaluating your research activities and you will automatically lose your teaching release time.)**
- For each faculty member in this flagged group, teaching evaluations and Executive Committee participation evaluations over the comparable period will be reviewed by the Dean or his designee to further separate individuals into two groups; those with evidence of high-level performance in both teaching and service; or those where such evidence is lacking in either.
- Individuals without evidence of research activity and without superior performance in teaching or service will lose their three-hours of release time for research. The Dean will advise Department Chairs of these outcomes and Department Chairs, in consultation with affected faculty members, will develop appropriate additional teaching or administrative responsibilities that best suit both individual and institutional needs. These assessments will be conducted and results communicated to Department Chairs early enough in the spring 2004 semester to facilitate planning for the fall 2004 teaching schedule.

We will revise how we implement these policies as it becomes apparent that there are alternative more effective approaches and as we gain experience and seek to improve how we manage ourselves.

In the meantime, I believe we must continue to improve our performance as a faculty in research, teaching, and service. Taking these steps is a good way to do it and I seek your support as we move forward.

If you have any questions, feel free to contact Rob Ducoffe, Acting Associate Dean, or Ann Brandwein, Chair, Zicklin Executive Committee. Each department is represented by a faculty member on the Executive Committee, and you are encouraged to reach out to your representative if you so desire.

- \* Members of the Zicklin Executive Committee who themselves apply for research awards will have their proposals vetted within their home departments but will not deliberate on their own awards that, in such cases, will be determined by the Dean.

**Research Statement for Summer Funding 2004**

All submissions should be marked in the subject line: “Summer Research Awards” and sent via e-mail to the Dean’s Office at [zicklinbus@baruch.cuny.edu](mailto:zicklinbus@baruch.cuny.edu), and to your Department Chair, by February 21<sup>st</sup>, 2004.

Your submission will be this one-page statement--please use this form only--and your current vita that should be on file in the Dean’s Office.

Name \_\_\_\_\_  
Department \_\_\_\_\_