

**FINAL REPORT**

**Task Force Evaluation and Proposals for the University Research Award Program**

**Submitted To**

**The Committee of UCRA Faculty Liaisons  
Dean Gillian Small, Chair**

The Task Force Members

Chair, William Divale, York, (Anthropology)  
Alberto Cordero, Queens (Philosophy)  
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May 12, 2005

## EXECUTIVE SUMMARY

The Task Force (TF) was called for by Dean Gillian Small at the September meeting of the UCRA council. We were charged with evaluating the UCRA research award program and finding ways to make it more efficient and to better serve the needs of the faculty. The TF met regularly during the 2004-05 academic year and discussed many issues and suggestions concerning the program. We developed eleven recommendations for the program including one to the University that is outside the realm of the UCRA program. The TF also surveyed the faculty concerning many aspects of the UCRA program and our recommendations. Over 500 faculty responded and we include the survey results in with our discussion of the recommendations in this report.

- The PSC/CUNY award program is grossly underfunded. The program is effectively funded at half of the University's original commitment to faculty research in 1970. [In today's dollars that commitment would equal \$6,045,000. The Program is now funded at \$3.3M.] Periods of large growth in applications and minimal support of additional funding (that did not match inflation) eroded the program. In 1974, a faculty report stated, "FRAP (now UCRA) is invaluable...and is a major attraction of the academic life at CUNY." We recommend that University restore it's commitment to faculty research by \$250,000 a year for the next ten years.
- Survey results demonstrate 79% of rewards result in a publication. Further, we demonstrate a direct relationship between faculty with a PSC-CUNY award who later win large, prestigious outside funding. As the CUNY Master Plan says, "[they]...continue on our mission to enhance the research character of the University."
- The TF recommends there be three categories of awards: standard, as currently offered, averaging \$3,000, Panel Grants of \$20,000, and Research Fellowships that will grant release of academic duties for one semester.
- The TF recommends the UCRA create 25 "research fellowships"
- The TF recommends six changes in the present application and review process. They include the UCRA using a ten point scoring scale rotation of reviewers, quality of reviews, conference registration, and released time replacement costs.
- The report is supported by data of an electronic survey of faculty and administrative opinion on many of these recommendations.
- Finally, in the addendum an idea to support faculty research at CUNY that is greatly useful to the Program, but beyond the scope of the UCRA. It is a request faculty research accounts for every member of the instructional staff and is a common practice at many universities.

Following is a listing of the eleven recommendations by the TF.

1. Our most important recommendation is that funding for the UCRA program increase at the rate of \$250,000 a year for the next ten years (for a total of 2.5M additional), and even with this in 2015 the funding level would not be the equivalent of the 1970 funding level.

2. We recommend that the application form request of the applicant the number of PSC/CUNY grants he/she has been awarded in the past five years. Furthermore the applicant should check off or indicate the publications and/or final reports that have been submitted for each proposal. Where a final report has not been submitted, one should be submitted  together with at least one copy of each publication for that listed grant. These “reports” should be submitted together with the current application.
3. We recommend that in any five year period an applicant cannot receive more than three UCRA awards.
4. Consistent with the current rules of evaluation, we suggest that the number of reviewers be 2 for each proposal, with at least one of the reviewers being from outside of CUNY. In cases of wide diversity in the two reviewer’s scores (4 points or more in a 10 point scale), a third reviewer be sought and the average of all reviewer’s scores be taken.
5. We recommend that the 1 to 4 rating system be changed to a 1 to 10 system. We also recommend that neither the form nor the individual requesting the evaluation help the reviewer assess the “passing” score for funding.
6. We recommend that the same reviewer for an individual not be used for 2 successive annual applications.
7. We recommend that the proposal reviewers be requested to make constructive suggestions for the benefit of the applicant and the applicant’s project, especially when the reviewer is critical of the proposal.
8. We recommend that, although travel and accommodation expenses to meetings are not included in the application that registration fees for attendance at meetings be allowed as legitimate expenses.
9. We recommend that released teaching time be included in the expense options on the application but that a condition for its inclusion be that the college allow only the replacement expenses be applied to the PSC/CUNY grant.
10. We recommend that the differential funding between junior and senior faculty be discontinued.
11. The Task Force recommends that a sum of approximately \$336,000 be taken from the UCRA general funds used for research awards and set aside in order to launch a new type of award, 25 Research Fellowships. A Research Fellowship would grant the faculty member complete release from his or her normal academic duties for one semester (the same benefit as a half-year, full-pay sabbatical) in order to complete the project described in the application. The faculty member’s college would have to be willing to accept payment for the released time at the adjunct rate of \$3,800 per three hour course.

### Acknowledgments

*I would like to acknowledge the hard and dedicated work of the task force members. In particular the special efforts of Jim Gordon, Thomas Haines, Hubert Howe, and Stasia Pasela. This report was written by several people and commented on by the entire committee including some editing by Susan O’Malley of the UFS. Any errors or admissions here are entirely my responsibility. Wm. Divale*

## INTRODUCTION

11.7.B.3 [To promote a member to Associate Professor ] there shall be evidence that his/her alertness and intellectual energy are respected outside his/her own immediate academic community. 11.7.B.4 For Full Professor the candidate must possess the qualifications for an associate professor, and in addition a record of exceptional intellectual, educational, or artistic achievement in his/her field.

*From: By-laws of the Board of Trustees, CUNY*

18.2 (a) Evaluation of a member of the teaching faculty shall be based on total academic performance, with especial attention to teaching effectiveness, including, Research, Scholarly writing, Creative works, Public and professional activities in field of specialty.

*From: PSC-CUNY Contract*

Research activities are at the heart of the central mission of the university:

(1) Faculty research is central to the expectation that colleges should further students through the "liberal arts curriculum", by having professors as teachers who are active participants in the creation of new knowledge. The importance of faculty research is underscored by the contract. In article 18.2(a) on "Evaluation of member of the teaching faculty", about 50% of the listed evaluation items are related to the intellectual activity of faculty in terms of research, scholarly writing, creative works, and public and professional activities in field of specialty.

The CUNY Master Plan states, "Active participation in research by faculty prevents obsolescence. With the rapid generation of new knowledge, departments must have active research programs in order to teach students the latest scientific innovation and in order for university investigators to seriously compete for local, industrial and federally sponsored grants."

(2) Doctoral studies are a thriving part of the CUNY mission. By definition the PhD involves the creation of new knowledge. The CUNY Master Plan states, "Research is important in the education of students at all levels...The higher the quality of research and scholarly or creative activity in which the student is involved, the higher the quality of his/her education."

(3) Externally funded research that responds to the needs of society. Much of this kind of activity has commercial projections and is guided to a large extent by the market economy. Research activities of this sort have expanded dramatically within the CUNY system in recent years.

Conclusion: Faculty are rightfully required to conduct research as a major part of their intellectual activities.

For over thirty years the PSC/CUNY program has provided seed money for new faculty to begin their research careers and for current faculty to do pilot work that precedes attempts to gain funding from external sources. The program has also provided funds for research in areas that have little external funding. In most areas outside of the Sciences there are few external resources to draw upon. Countless papers, chapters, books and works of art have resulted from PSC/CUNY grants. Even within the sciences many areas have little available outside funds, especially when the research, often the most interesting and potentially most novel, is in a new untested direction.

The PSC/CUNY program has become drastically underfunded both because the increase in total amount of dollars in the program has not come close to matching inflation and because in the last ten years there has been a dramatic increase (almost 30%) in the number of highly qualified faculty applying for support. In the last thirty years (from 1975 to 2002) there has been a fourfold increase in the number of awards made (from 242 to 1,000) while the amount of funds available has not even doubled (from 1.725M to 3.3M). In the following document we suggest changes to the program involving both an overall funding increase and modifications to the awarding of grants that we hope will improve the usefulness and effectiveness of the PSC/CUNY awards program.

**The purpose of this Task Force is to review the PSC/CUNY funding program to devise ways to further the quality of research at CUNY.**

In this report we consider both the quality of the research conducted by the faculty and also the reputation of the University's scholarship and research and make recommendations on the review process and the scoring of proposals for the Task Force to consider.

We also recognize that the Task force is undertaking this review because the University has significantly hired many new faculty in the past few years. The proposals of these new faculty members will place demands on the funding program. These new faculty are expected to do high quality research in order to achieve tenure and promotion. Thus it is expected that the proposal review and scoring procedures we seek should be of value to them in the design and conduct of their research programs.

UCRA liaisons are attempting to fund the greatest number of research projects with these severely limited funds. They are confronted with the reality of an average award that has even fallen to \$2,700. The funding needs by discipline vary. For example, a \$3,000 award in the sciences produces little value especially in decisions on promotion, but in say philosophy \$3,000 might support a major publication. These realities are noted to clarify the problem facing the UCRA. They are a value assessment of any discipline. Ninety percent of proposals have been funded, which is a remarkably high rate. Perhaps a 70% level of funding would be preferable as this would make the proposals more competitive.

The task force met regularly throughout the 2004-05 academic year. Many aspects of the PSC/CUNY Award Program were discussed and examined. We propose several changes and modifications in the program. We also surveyed the faculty at CUNY for their opinions on the proposed changes.

## **REVIEW PROCESS AND SCORING**

The current evaluation criteria for funding PSC/CUNY proposals (as listed on the RFCUNY website) are:

1. Scholarly merit.
2. Applicant's capacity to deliver the project to publication.
3. Progress reports and publications

Although reviewers may access items 1 and 2 to evaluate the proposals, they may not see an applicant's progress reports on previous grants and publications resulting from previous grants.

## SUCCESS OF THE UCRA PROGRAM

The UCRA program has been a combined University and Professional Staff Congress effort that is extremely successful and a credit to both organizations. However, for the past twenty years it has been seriously underfunded. Seventy-seven point eight percent (77.8%) of faculty said that they have applied for a PSC/CUNY (UCRA) research award at least once. Sixty-three percent (63%) report that their department chair or the administration has encouraged them to apply to the program. Seventy-Four percent (74%) of faculty report that there is support available on their campuses to help them in applying for grants, and 57% say that they have taken advantage of this support (See **Appendix A** for a description of the survey).

Five hundred and twenty three faculty report that they have applied for a UCRA award an average of 3.92 times, indicating some repeated use of the program. These same faculty report that they have received an average of 3.45 awards over the 13.8 years that the average faculty member has been at CUNY. These faculty report on average 2.71 of their previous awards have resulted in a publication. This suggests that 79% of UCRA awards received result in a publication. This means that the UCRA program is an enormous catalyst to research and scholarship at CUNY.

The UCRA program also has had a great influence on external grant funds produced by the faculty. When asked “How many previous UCRA awards resulted in applications to outside agencies?” on a scale of from 0 to 5, the average for 314 faculty was 1.7 times. This means that 49% of UCRA awards have led to applications for larger grants from outside agencies.

When asked what the total “amount of outside funding you received during the last ten years,” 498 faculty report a ten year average of \$342,104. The range was from zero to \$20 million dollars. When only the 388 faculty that reported some funding are considered the averages are even higher.

### Average Amount of External Funding Received over past Ten Years (Self Reported)

	Types of UCRA Panels	No of Faculty	Ten year Mean	One year average
Total amount of outside funding you received during last ten years	Humanities	121	\$35,379	\$3,538
	Social & Behavioral Sciences	142	\$342,794	\$34,279
	Natural Sciences	125	\$749,660	\$74,966
	Total	388	\$378,003	\$37,800

The results of our study are clear that the UCRA program leads:

- to publications
- to applications for external awards
- to a significant receipt of external grant funds

## TASK FORCE RECOMMENDATIONS FOR THE UCRA PROGRAM

The faculty were surveyed as to most of the recommendations made by the Task Force. Below is a list of the major recommendations of the task force. After each recommendation we present the rationale of the task force and any information we were able to get from the faculty via the survey.

**RECOMMENDATION #1:**

***Our most important recommendation is that funding for the UCRA program increase at the rate of \$250,000 a year for the next ten years (for a total of 2.5M additional), and even at this rate in 2015 the funding level would not be the equivalent of the 1970 funding level.***

**RATIONALE FOR AN INCREASE IN FUNDING LEVELS**

Records are not available for all years of UCRA funding (In earlier times it was referred to as FRAP, Faculty Research Award Program). Because of 9/11/01 many records located in the former Research Foundation at 30 Broadway, were lost. We have the following information:

Year	UCRA Total Funds Available	% Increase in Funds	Number of Awards Made
1970	\$1.5M	-	
1971	\$1.5M	-	
1972	\$1.5M	-	
1973	\$1.5M	-	
1974	\$1.5M	-	
1975	\$1.725M	11.5%	242
1976	\$1.725M	-	
1977	\$1.725M	-	
1978	\$1.725M		
1979	\$1.725M		
1980	\$1.725M		
1981	\$1.725M		
1982	\$1.725M		
1983	\$2.25M	30%	
1984	\$2.25M		
1985	\$2.5M	11%	
1986	\$2.5M		
1987	\$2.5M		

Year	UCRA Total Funds Available	% Increase in Funds	Number of Awards Made
1988	2.8M	11%	
1989	2.8M	-	
1990	2.8M	-	
1991	2.8M	-	435
1992	2.8M	-	
1993	2.8M	-	483
1994	2.8M	-	
1995	2.8M	-	
1996	2.8M	-	543
1997	2.8M	-	570
1998	2.9M	3%	595
1999	3.0M	4%	651
2000	3.1M	2%	737
2001	3.3M	1%	
2002	3.3M	-	
2003	3.3M	-	
2004	3.3M	-	
2005	3.3M	-	1,002

Since 1970 the cumulative rate of inflation has been 403.4%. This means that in 2005 dollars, the current UCRA funding should be \$6,045,000. It is \$3,300,000. Clearly there is a significant need for increased funding to this program. Both the University and the PSC need to make this issue a high priority. This story is not a new one. In 2000, the UFS Research Committee studied the PSC/CUNY Program for the period between 1988 and 2000. They write that during that time, “the cost of living increased by 44%. In the same period the Faculty Research Award Program budget increased by only 9% -- or 35% less than the increase in the cost of living.”

The faculty were asked how much priority the PSC should give the issue of increased funding for the program. Of the 532 faculty who responded 33% chose a 10 for the highest priority, and 49.4% chose the three highest ranks (8 to 10 from a scale of 1 to 10).

*“In one year UCRA applications rose from 700 to 1,000 while funding has not changed. Given different priorities the PSC has in negotiating the new contract (e.g., salaries, Welfare Fund), what priority should be given to increasing total funding?”*

	<i>N</i>	<i>Percent</i>	<i>Valid</i>	
Low Priority	40	7.0%	7.4%	
2	13	2.3%	2.4%	
3	21	3.7%	3.9%	
4	17	3.0%	3.1%	
5	69	12.1%	12.7%	
6	48	8.4%	8.9%	
7	66	11.6%	12.2%	
8	56	9.8%	10.3%	
9	31	5.4%	5.7%	
High Priority	181	31.8%	33.4%	
Missing	27	4.7%		

**RECOMMENDATION #2:**

*We recommend that the application form request of the applicant the number of PSC/CUNY grants he/she has been awarded in the past five years. Furthermore the applicant should check off or indicate the publications and/or final reports that have been submitted for each proposal. Where a final report has not been submitted, one should be submitted with at least one copy of each publication resulting from the listed grant with the current application.*

**RECOMMENDATION #3:**

*We recommend that in any five year period an applicant cannot receive more that three awards from the UCRA.*

**RECOMMENDATION #4:**











*Consistent with the current UCRA rules for evaluation, we suggest that the number of reviewers be 2 for each proposal, with at least one of the reviewers being from outside of CUNY. In cases of wide diversity in the two reviewer's scores (4 points or more in a 10 point scale), a third reviewer be sought and the average of all three reviewer's scores be taken.*

**RECOMMENDATION #5:**

*We recommend that the 1 to 4 rating system be changed to a 1 to 10 system. There should be no indication given to the reviewer, verbally or on the written request, as to what a fundable score is.*











The wider rating gives the reviewer more flexibility in making judgments based on the quality of the proposal. It also makes the scores more useful to the panel and the budget analysts at the Research Foundation. Implicit is that we remove from the RF's evaluation criteria statement the sentence that an overall evaluation of less than 2 is necessary for funding. Faculty strongly supported this proposal. Fifty-one point seven percent (51.7%) chose the top three ranks of strongly agree.

*“To give reviewers more flexibility in making judgments based on the quality of a proposal and to avoid the bunching up of scores, the Task Force recommends changing the rating scale from 1 to 4 to a scale of 1 to 10.”*

	<i>N</i>	<i>Percent</i>	<i>Valid Percent</i>	
<i>Strongly Disagree</i>	40	7.0%	7.4%	
2	15	2.6%	2.8%	
3	19	3.3%	3.5%	
4	10	1.8%	1.8%	
5	76	13.4%	14.0%	
6	45	7.9%	8.3%	
7	56	9.8%	10.4%	
8	66	11.6%	12.2%	
9	33	5.8%	6.1%	
<i>Strongly Agree</i>	181	31.8%	33.5%	
<i>Missing</i>	28	4.9%		

To allow for the different requirements of disciplines, the task force wanted individual panels to have the flexibility to decide yearly what a fundable score would be for their applications. This would allow the panel to decide based on the number, quality, and nature of the different proposals which should be funded and at what level. Panels have this authority now but the four point scoring system does not allow for this to occur easily. Faculty support this position: 44% chose the top three categories of Strongly Agree while only 20% chose the three categories of Strongly Disagree.

*“The “passing score” for funding proposals in any given year will be established by individual panels for their discipline after all proposals have been reviewed and scored. Thus the cut-off point could vary from panel to panel and from year to year.”*

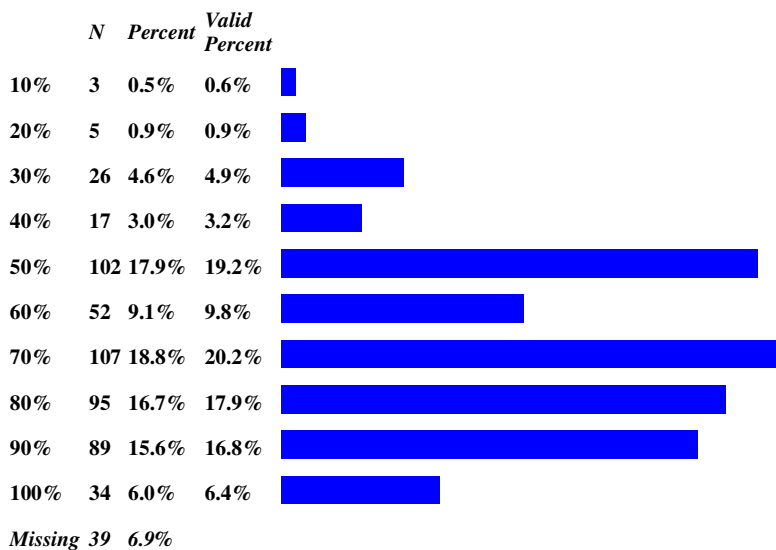
	<i>N</i>	<i>Percent</i>	<i>Valid Percent</i>	
<i>Strongly Disagree</i>	69	12.1%	12.9%	
2	11	1.9%	2.1%	
3	25	4.4%	4.7%	
4	15	2.6%	2.8%	
5	82	14.4%	15.3%	
6	47	8.3%	8.8%	
7	52	9.1%	9.7%	
8	83	14.6%	15.5%	
9	26	4.6%	4.9%	
<i>Strongly Agree</i>	125	22.0%	23.4%	
<i>Missing</i>	34	6.0%		

In the early 1990s about 80% of UCRA applications received funding which is high for a competitive funding program. Many government or private foundation funding rates are around 20 to 25%. We recognize that the UCRA program is different in that it supports new faculty in getting a research career started and all faculty by giving seed money to begin research projects. The acceptance rate has grown

to an unacceptable rate in the thinking of many. This year over 90% of all applications to the UCRA received funding. Among the members of the task force there was a tendency for faculty in the humanities to prefer many grants at a lower amount while faculty in the natural sciences preferred fewer grants at higher funding. Overall there was an opinion that about 75% of the proposals should be funded. This year the average UCRA award to senior faculty was \$3,000 and for junior faculty \$4,000. The problem has also been compounded in recent years by the significant hiring of new faculty and the consequent increase in applications. Five years ago there were about 800 applicants while this year there were over 1,100 applications.

Faculty were asked to give the percentage of applications they thought should be funded on average in their discipline. Most faculty disagree with the task force – they prefer the current high funding rate. Sixty-one percent (61%) of the faculty think that funding levels should be at 70% or higher. Seventy-one (71%) think the funding rate should be 60% or higher, and 90% think the funding rate should be 50% or higher. ***The task force still recommends that a funding rate of 70% should be strived for.***

*“Last year 90% of applications were funded which meant average dollar awards were less. What percentage of proposals do you think should be funded in your discipline on average?”*



**RECOMMENDATION #6:**

***We recommend that the same reviewer for an individual not be used for 2 successive annual applications.***

This minimizes “cronism-in-reviewing” because it is rather easy for the individual requesting the review to get the same reviewer.

**RECOMMENDATION #7:**

***We recommend that the proposal reviewers be requested to make constructive suggestions for the benefit of the applicant and the applicant’s project, especially when the reviewer is critical of the proposal.***

This gets the reviewer to think more about the project and gives those reading the review a better sense of the reviewer. This is important when panels and UCRA members are evaluating the importance of











the review in the scoring. Of course it also is of more value to the applicant.

**RECOMMENDATION #8:**

*We recommend that, although travel and accommodation expenses to meetings are not included in the application, registration fees for attendance at meetings be allowed as legitimate expenses.*

This recommendation encourages the value of attendance at professional meetings, without supporting travel expenses. Faculty strongly support this proposal. Sixty point one percent (60.1%) chose the top three ranks of strongly support, and fully 70.6% were in the top 5 of 10 ranks.

*“Although travel and accommodation expenses to meetings cannot be included in an application, the registration fees for attendance at meetings should be allowed as legitimate expenses.”*

	<i>N</i>	<i>Percent</i>	<i>Valid Percent</i>	
Strongly Disagree	72	12.7%	13.3%	
2	14	2.5%	2.6%	
3	24	4.2%	4.4%	
4	9	1.6%	1.7%	
5	41	7.2%	7.6%	
6	32	5.6%	5.9%	
7	25	4.4%	4.6%	
8	51	9.0%	9.4%	
9	28	4.9%	5.2%	
Strongly Agree	247	43.4%	45.5%	
Missing	26	4.6%		

**RECOMMENDATION #9:**

*We recommend that released teaching time be included in the expense options on the application, but that a condition for its inclusion be that the college allows only replacement expenses to be applied to the PSC/CUNY grant.*

Here we are recommending that if the administration of the college is willing to charge only replacement teaching for time released on the grounds that it enhances the research program of the college, then it would be allowed. This would require that the applicant get the appropriate signatures when submitting the proposal.

**RECOMMENDATION #10:**

*We recommend that the differential funding between junior and senior faculty be discontinued.*

At present junior (untenured) faculty receive a 1.25 to 1 ratio of funding whether or not their budget requires it. The purpose of this was to provide extra assistance to new faculty. We feel that this could be better accomplished by the individual panels establishing different cutoff scores for funding for junior and senior faculty.

**RECOMMENDATION #11: RESEARCH FELLOWSHIPS**

***The Task Force recommends that a sum of approximately \$336,000 be taken from the UCRA general funds used for research awards and set aside in order to launch a new type of award, 25 Research Fellowships. A Research Fellowship would grant the faculty member complete release from his or her normal academic duties for one semester (the same benefit as a half-year, full-pay sabbatical) in order to complete the project described in the application. The faculty member's college would have to be willing to accept payment for the released time at the adjunct rate of \$3,800 per three hour course.***











The criteria for awarding Research Fellowships is that the project would have to be judged as greatly significant, and there would also have to be assurance that it could be completed in the time period allowed. The project could be scholarly research, or creative work. There would also have to be assurance that the results would be published within a reasonable time after the completion of the project. The UCRA Committee of liaisons would form a subcommittee to select the awardees.

Applicants would have to apply separately to this program, they could also apply to the regular competition in order to fund equipment, supplies, travel, or other items necessary for the project. The application to the regular competition would have to state whether that grant is dependent on receiving the Research Fellowship, or whether it could also be pursued in case the fellowship was not awarded.

The task force feels that there should be only a small number of these awards, the amount suggested would fund 25 awards in the first year. The award winners' colleges would be compensated by adjunct replacement costs at the rate of \$3,840 per three-credit course. The total amount has been calculated by multiplying the amount for a single course by 3.5, to allow for the differing teaching workloads of faculty in the senior and community colleges. If the committee decides to award less than 25 awards, the remaining funds would be returned to the main UCRA application pool. *We suggest that this new program be tried for three years and then be evaluated by the UCRA committee as to its continuance.*

Overall faculty support this program and agree with diverting funds for the Research Fellowships. Of the 528 individuals who voted, 41% chose the top three ranks of Strongly Agree while only 26% chose the lowest three ranks of Strongly Disagree. In total, 58% of the respondents agreed with the proposal while 42% disagreed with it. If we look at only the 412 faculty that voted and also had at one time or another applied for a UCRA award, 43% Strongly Agree while 26% Strongly Disagree.

*“We recommend creating 25 one semester sabbaticals where a member's full teaching is replaced at adjunct rates. 25 would take about \$323,000 (10% of the annual UCRA budget). A University wide faculty committee would award the fellowships.”*

	<i>N</i>	<i>Percent</i>	<i>Valid Percent</i>	
Strongly Disagree	88	15.5%	16.3%	
2	16	2.8%	3.0%	
3	35	6.2%	6.5%	
4	16	2.8%	3.0%	
5	73	12.8%	13.5%	
6	41	7.2%	7.6%	
7	47	8.3%	8.7%	
8	59	10.4%	10.9%	
9	24	4.2%	4.4%	
Strongly Agree	141	24.8%	26.1%	

## **APPLICATION PROCESS**

The recommendations above suggest that the PSC-CUNY program will now include three different categories of awards: first, the usual small grants of up to \$6000, which is the current system; second, some panels, particularly in the natural sciences, may decide to award a few larger grants of up to \$20,000, which will be awarded only to a small number of applicants, as determined by the individual panels. This would mean that the panel would fund fewer awards overall; and third, the Research Fellowships, limited to 25 applicants and decided by a subcommittee of the UCRA. The application process will have to be revised to show these different programs, and each panel would have to decide in the previous year if they wanted to accept proposals for the larger awards in the coming year, as well as the fact that applicants for Research Fellowships will also be allowed to apply for research grants.

## **FACULTY RESEARCH ACCOUNTS**

The Task Force recognizes that research is vital to the university. Although this would require the University to divert separate funds for this program, in order to support faculty research we recommend that the university follows procedures used by many universities and establish an individual research account for every faculty member whose obligations to the university require research activities. We recommend that the accounts be funded at \$1,500 for the ranks of full, associate, and assistant professors.

The faculty research account could be used to support any of the activities that can presently be funded by the research grants, as well as travel to academic conferences and for research purposes. Research funds currently support equipment, supplies, travel, conference registration fees, publication subvention, research staff, and copying costs. It is vital that this program be instituted without requiring the funds to be dispensed through the Deans or only with approval for individual research activities.

These faculty research accounts would replace many of the small grants currently awarded by the PSC-CUNY program, meaning that more larger awards could be supported. The university will have to institute measures to insure that the funding only goes to support legitimate research activities, just as grant expenses are currently monitored by the Research Foundation of CUNY. Any funds not spent would be returned to the university, and presumably folded over to support research in the following year.

In the context of current contract negotiations between the union and the university administration, the Task Force wishes to note that many faculty members would accept the establishment of guaranteed research support in place of salary raises at least of one or two per cent. These awards would also guarantee that the faculty would be able to pursue the research activities that the university requires of them.

The faculty were asked to state their level of support for this recommendation. To keep the concept grounded in a world of limited resources, faculty was also asked how much support they would give for the program in place of a 1% raise in salary. The support is very bimodal. Respondents either have no support (30%) or a lot of support (26%) for the concept. Overall, slightly more faculty support the concept (44.5%) than oppose it (40.9%), and 15% are neutral.

“In the context of current contract negotiations how strongly would you support the establishment of guaranteed research accounts in place of one percent in salary raises?”

	<i>N</i>	<i>Percent</i>	<i>Valid Percent</i>	
<b>1 No Support for This</b>	<b>161</b>	<b>28.3%</b>	<b>29.8%</b>	
<b>2</b>	<b>24</b>	<b>4.2%</b>	<b>4.4%</b>	
<b>3</b>	<b>18</b>	<b>3.2%</b>	<b>3.3%</b>	
<b>4</b>	<b>15</b>	<b>2.6%</b>	<b>2.8%</b>	
<b>5</b>	<b>3</b>	<b>0.5%</b>	<b>0.6%</b>	
<b>5.5 Neutral</b>	<b>80</b>	<b>14.1%</b>	<b>14.8%</b>	
<b>6</b>	<b>13</b>	<b>2.3%</b>	<b>2.4%</b>	
<b>7</b>	<b>34</b>	<b>6.0%</b>	<b>6.3%</b>	
<b>8</b>	<b>33</b>	<b>5.8%</b>	<b>6.1%</b>	
<b>9</b>	<b>21</b>	<b>3.7%</b>	<b>3.9%</b>	
<b>10 Most Strongly</b>	<b>139</b>	<b>24.4%</b>	<b>25.7%</b>	
<i>Missing</i>	<i>28</i>	<i>4.9%</i>		

## CONCLUSION

The PSC/CUNY research program brings great value to the research environment of CUNY. The remarkable quality of work produced is unique to this program and would not otherwise have funding. The program is also tremendous catalyst to generate outside funding and propel the careers of the faculty to the forefront of knowledge creation. The TF explored other means of protecting the Award Program funding, and that is why we recommend the proposal for Faculty Research Accounts.

## APPENDIX A.

### TASK FORCE SURVEY AND FACULTY RESPONSE

The faculty were surveyed as to most of the recommendations made by the Task Force. The survey was Internet based. Email messages were posted on individual college listservs by members of the UCRA committee. Faculty were also encouraged to post messages on the individual discipline committee listservs as well. The request was also made on the UFS-news list and to the Faculty Governance Leaders. Dean Small contacted the Executive Officers of all programs at the Graduate Center and requested that they urge their faculty to complete the survey. There was also a brief link which mentioned the survey on the email message that the Chancellor sent to all CUNY faculty. UCRA members were requested to make a second request on their listservs and to individual discipline committees. It is not known if all full-time faculty were made aware of the survey but it is reasonable to assume that approximately 80% were.

Five hundred and thirty seven individuals completed the survey as of this writing. Since this is not a random sample we do not know how representative it is of CUNY faculty. We can compare some descriptive elements of the sample to the general faculty population to give us some indication of representative ness. Fifty point one percent (50.1%) of the respondents were male; 35% were full professors, 27% were associate professors, and 31% were assistant professors. Five percent (5%) were either instructors or lecturers, and 3% were either HEOs or other Administrators. The average time spent at CUNY for the sample is 13.8 years. Sixty seven percent (67%) were tenured and only 15.5% claimed to be members of an underrepresented minority. Actually 26.8% of faculty in senior colleges are underrepresented minorities while in our sample the figure is 13.9%. Community colleges have 33.9% minority faculty while our sample has 19.2%. 78% of our sample have applied at some time for a UCRA award. Thus the sample as a whole is not representative of minority faculty at CUNY but in other terms seems similar to the faculty in general. This is important because when the survey results concur with the recommendations of the task force, this brings the full weight of our faculty to these issues and both the University administration and the PSC should give these recommendations a high priority.

The respondents were grouped by different UCRA discipline panels into the three categories of Humanities, Social and Behavioral Sciences, and Natural Sciences. The respondents were fairly evenly divided into these groups.

Type of UCRA Panel					
		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b>	<b>Humanities Panels</b>	186	34.6	35.4	35.4
	<b>Social &amp; Behavioral Science Panels</b>	194	36.1	36.9	72.2
	<b>Natural Sciences Panels</b>	146	27.2	27.8	100.0
	<b>Total</b>	526	98.0	100.0	
<b>Missing</b>	<b>System</b>	11	2.0		
<b>Total</b>		537	100.0		

They were also grouped by type of the CUNY college they taught at. Here the number of respondents from community colleges is somewhat small (53), but this may reflect the lesser participation of these faculty in the UCRA program in general.

Campus Type					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Graduate Schools	20	3.7	4.0	4.0
	Big 4 Year Schools	315	58.7	62.3	66.2
	Small 4 Year Schools	118	22.0	23.3	89.5
	Community Colleges	53	9.9	10.5	100.0
	Total	506	94.2	100.0	
Missing	System	31	5.8		
Total		537	100.0		

## UCRA TASK FORCE QUESTIONNAIRE TO CUNY FACULTY

Following is the text of the faculty survey. Due to time limitations not all the data collected has been analyzed for this report. Significant qualitative data was collected as well and a cursory analysis indicates the most frequent request is for more funds for the program.

*The faculty University Committee on Research Awards (UCRA) requested a faculty Task Force study and evaluate the PSC/CUNY Research Award program that is part of the union contract with CUNY. The program is in its 35<sup>th</sup> year and is administered by the Research Foundation of CUNY. The number of applicants has grown significantly in the last several years while funding has remained fairly constant. For the current year about 3.3 million is available. Policies and procedures are established and awards are given by a committee of CUNY faculty representing all disciplines and campuses who are nominated by the Faculty Senate and who serve three year terms. Each committee member establishes a panel of faculty for his/her discipline who administer the review process of applications for that discipline and decides on awards and budgets. Each proposal is reviewed by at least two different reviewers and at least one must be from outside the university. Many proposals have a third reviewer as well.*

*The Task Force would like your opinion about several aspects of the program. Your input is very important.*

*Have you ever applied for a PSC/CUNY Research Award (UCRA)?*

- 0. Yes
- 1. No

*If you answered No, what is/are the reason(s)?*

---

*How many times have you applied for a PSC/CUNY Award (0 for never)? \_\_\_\_\_*

*How many times have you received a PSC/CUNY award (0 for never)? \_\_\_\_\_*

*How many of your previous PSC/CUNY awards have resulted in a publication based on the work in the grant?*

- 0. Not Applicable
- 1. Zero
- 2. 1
- 3. 2
- 4. 3
- 5. 4
- 6. 5 or more

*How many of your previous PSC/CUNY awards have resulted in applications to outside agencies for funding?*

- 0. Not Applicable
- 1. Zero
- 2. 1

- 3. 2
- 4. 3
- 5. 4
- 6. 5 or more

[WD1]

*Has your department chair or the administration ever encouraged you to apply for a UCRA?*

- 0. Yes
- 1. No

*Is administrative support for applying for grants available on your campus?*

- 0. Yes
- 1. No

*If so, have you taken advantage of them?*

- 0. Yes
- 1. No

*Last year the number of UCRA applications rose from 700 to 1,000 while total funding has not changed. Given the different priorities the PSC has in negotiating the new contract (e.g., salaries, Welfare Fund, etc.), what priority do you think should be given to increasing the funds for UCRA awards?*

<i>Low</i>											<i>High</i>
<i>Priority 1</i>	2	3	4	5	6	7	8	9	10	<i>Priority</i>	

*Last year 90% of applications were funded. The higher percentage of funded proposals meant the average amount of individual awards has decreased for all disciplines. For your discipline what percentage of the applications submitted annually should be funded?*

<i>Percentage Funded</i>	10%	20	30	40	50%	60	70	80	90	100%
--------------------------	-----	----	----	----	-----	----	----	----	----	------

*Do you want to decrease the percentage of applications funded to increase the dollar amounts of funded awards?*

- 0. Yes
- 1. No

*To give reviewers more flexibility in making judgments based on the quality of a proposal and to avoid the bunching up of scores, the Task Force recommends changing the rating scale from 1 to 4 to a scale of 1 to 10.*

<i>Strongly</i>											<i>Strongly</i>
<i>Disagree</i>	1	2	3	4	5	6	7	8	9	10	<i>Agree</i>

*Currently, the reviewer is told that on the 1 to 4 scale, a score of 2.0 or less is required for a proposal to be eligible for funding. The Task Force recommends that neither the form nor the person seeking the review tell the reviewer what is a "passing" score for funding.*

<i>Strongly</i>											<i>Strongly</i>
<i>Disagree</i>	1	2	3	4	5	6	7	8	9	10	<i>Agree</i>

*The "passing score" or the cut-off point for funding proposals in any given year will be established by individual panels for their discipline after all proposals have been reviewed and scored. Thus the cut-off point could vary from panel to panel and from year to year based on the number of proposals each panel thinks should be funded.*

<i>Strongly</i>											<i>Strongly</i>
<i>Disagree</i>	1	2	3	4	5	6	7	8	9	10	<i>Agree</i>

*Although travel and accommodation expenses to meetings cannot be included in an application, the registration fees for attendance at meetings should be allowed as legitimate expenses.*

<i>Strongly</i>											<i>Strongly</i>
<i>Disagree</i>	1	2	3	4	5	6	7	8	9	10	<i>Agree</i>

*We recommend creating 25 one semester sabbaticals where a member's full teaching is replaced at adjunct rates. 25 would cost about \$323,000 (10% of the annual UCRA budget). A University wide faculty committee would award the fellowships. Do you agree with spending 10% of UCRA funds on this program?*

<i>Strongly</i>											<i>Strongly</i>
<i>Disagree</i>	1	2	3	4	5	6	7	8	9	10	<i>Agree</i>

Which of the following UCRA panels do you or would you submit your grant application to?

- |  |   |
|--|---|
| 0. Art History                             | 21. Biology   |
| 1. Classics                                | 22. Health Sciences   |
| 2. Comparative Literature                  | 23. Physiological Psychology  |
| 3. Creative Writing                        | 24. Chemistry   |
| 4. English                                 | 25. Computer Science  |
| 5. French                                  | 26. Engineering   |
| 6. German                                  | 27. Mathematics   |
| 7. History                                 | 28. Physics   |
| 8. Italian                                 | 29. Anthropology  |
| 9. Library                                 | 30. Communication Arts & Sciences   |
| 10. Music                                  | 31. Economics, Finance & Accounting/Management,<br>Marketing & Administration |
| 11. Performing Arts Production             | 32. Education   |
| 12. Performing Arts Scholarship Philosophy | 33. Health & Human Services   |
| 13. Slavic                                 | 34. Law & Criminal Justice  |
| 14. Spanish                                | 35. Linguistics   |
| 15. Visual Arts                            | 36. Political Science   |
| 16. Ethnic & Area Studies                  | 37. Psychology  |
| 17. Interdisciplinary Studies              | 38. Sociology   |
| 18. Women's Studies                        | 39. Speech & Hearing  |
| 19. Life & Earth Sciences Division         | 40. Urban Studies   |
| 20. Biochemistry & Molecular Biology       |   |

What is your position at CUNY?

0. Professor
1. Associate Professor
2. Assistant Professor
3. Lecturer
4. Instructor
5. HEO

Do you have tenure?

0. Yes
1. No

What is your gender?

0. Male
1. Female

Which campus are you based at?

- |                         |                    |                               |
|-------------------------|--------------------|-------------------------------|
| 0. Baruch               | 7. Graduate Center | 14. Medgar Evers              |
| 1. Borough of Manhattan | 8. Hostos          | 15. NYC College of Technology |
| 2. Bronx                | 9. Hunter          | 16. Queens                    |
| 3. Brooklyn             | 10. John Jay       | 17. Queensborough             |
| 4. City                 | 11. Kingsborough   | 18. Staten Island             |
| 5. CUNY Medical School  | 12. LaGuardia      | 19. York                      |
| 6. CUNY Law School      | 13. Lehman         |                               |

For the past ten years, what is the approximate total amount of dollars in grant funding that you have received from sources outside of CUNY (e.g., State, Federal, or Private agencies)? [0 for none] \_\_\_\_\_

Are you on the faculty at the Graduate Center of CUNY? 0. No 1. Yes

Are you a member of a racial or cultural group that the federal government classifies as an underrepresented minority (Black, Hispanic, Native American, or Pacific Islander)? 0. No 1. Yes

How many years have you been at CUNY? \_\_\_\_\_

What changes or additions would you like to see in the UCRA Program? \_\_\_\_\_