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1987 November 2 - Faculty Senate Agenda and Minutes

Faculty Senate, East Tennessee State University

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East Tennessee State University
Box 23534A • Johnson City, Tennessee 37614-0002

AGENDA

FACULTY SENATE MEETING

November 2, 1987

D.P. Culp Center, Forum Monday, 3:30p.m.

I. CALL TO ORDER

II. APPROVAL OF PREVIOUS MINUTES

III. TREASURERS REPORT

IV. ANNOUNCEMENTS

Academic Council
President Council
University Council
SBR Faculty Sub-Council
Other

V. OLD BUSINESS

VI. NEW BUSINESS

Commission on the Future of ETSU
Proposed Calendar Change
Inclement Weather Policy
Program: Bio-Hazards at ETSU

VII. ADJOURNMENT



East Tennessee State University
Box 23534A • Johnson City, Tennessee 37614-0002

MINUTES OF THE FACULTY SENATE MEETING
November 2, 1987

CALL TO ORDER

President Margaret Hougland called the meeting to order at 3:33 p.m.

APPROVAL OF PREVIOUS MINUTES

Minutes of the October 19, 1987 meeting were approved as prepared.

TREASURER'S REPORT

Dr. William Fisher present and distributed the Treasurer's report as of October 22, 1987 showing a balance of \$3,828.

ANNOUNCEMENTS

Academic Council - A project proposal was deferred; four proposals were approved. The 1988-89 calendar was discussed. Concern was expressed about the fall break and Monday night classes. Council proposed an alternate calendar. The promotion policy was discussed and will come back to the Faculty Senate.

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ADJOURNMENT

The meeting was adjourned at 5:33 p.m.

Respectfully submitted,



Alfonso Lucero

FACULTY SENATE ATTENDANCE

November 2, 1987

Present

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James Pleasant
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Suzanne Smith
David Close
Anne LeCroy
Edwin Williams
Colin Baxter
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Bill Fisher
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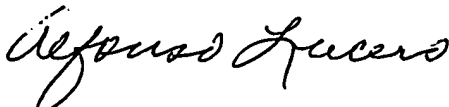
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NOTICE

Called Joint Meeting

of the

Faculty Senate and Student Senate

Subject: Proposed 1988-89 Calendar

THURSDAY, Nov. 12, 1987

4:00 p.m.

D.P. Culp Center Forum

Your Attendance is Important.

NOTICE

Called Joint Meeting

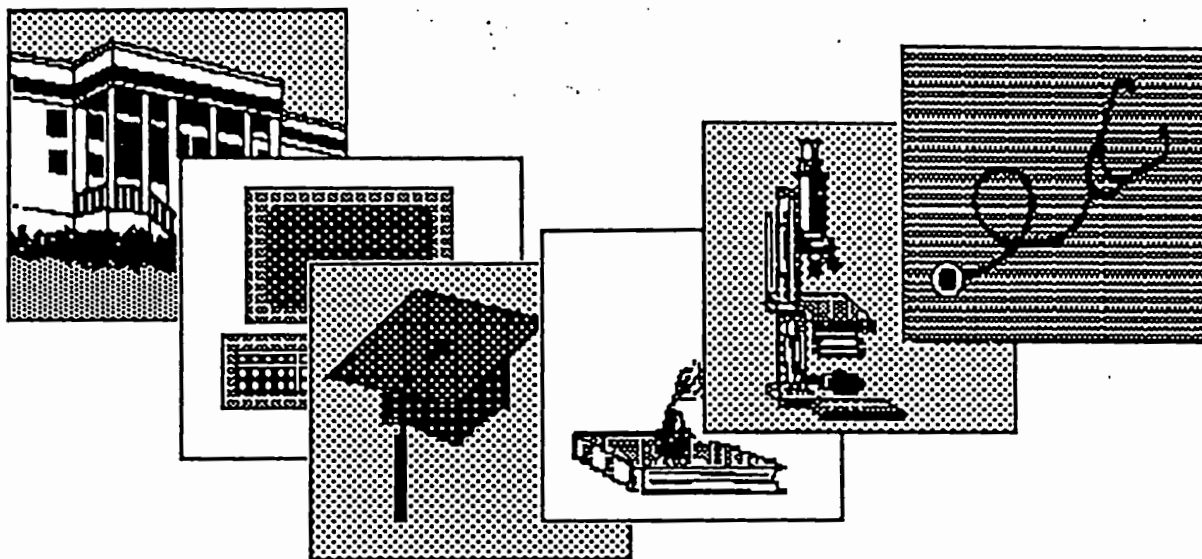
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Faculty Senate and Student Senate

Subject: Proposed 1988-89 Calendar

THURSDAY, Nov. 12, 1987 4:00 p.m. D.P. Culp Center Forum

Your Attendance is Important.



IMPROVING
THE
RESEARCH CLIMATE
AT
EAST TENNESSEE
STATE UNIVERSITY

COMMITTEE MEMBERS -- FUTURE OF RESEARCH

Dr. R. Dean Blevins, Professor, Department of Health Sciences

Dr. Wesley C. Brown, Professor, Department of Human Development and Learning and Director, Center for Early Childhood Learning and Development

Ms. Julie B. Cole, Director, Office of Research and Sponsored Programs

Dr. Ginger Gist, Assistant Professor, Department of Environmental Health

Dr. Robert J. Higgs, Professor, Department of English

Dr. David A. Johnson, Associate Professor, Department of Biochemistry

Dr. Robert W. Peplies, Chairman and Professor, Department of Geography

Dr. George D. Poole, Chairman and Professor, Department of Mathematics

Dr. Richard G. Skalko, Professor, Assistant Dean/Director, Biomedical Sciences

Dr. Jean G. Stead, Assistant Professor, Department of Management and Marketing

Chairman, Dr. Richard A. Crofts, Associate Vice President for Research and Dean of the Graduate School

EXECUTIVE SUMMARY

The value of a dynamic relationship between research and instruction in higher education has long been accepted by the academic community. As regional universities struggle to identify their place in a rapidly changing world, there is a continuing challenge to offer programs of relevance to national, as well as regional, constituencies. An informed faculty is essential to fulfilling the responsibility for ensuring that healthy intellectual engagement with contemporary issues is both fostered and supported.

For many institutions, this support of research comes at too high a price. Shrinking budgets, curtailment of enrollments, and federal cutbacks all play important roles in the research process. "Improving the Research Climate at East Tennessee State University" recognizes two important factors: 1) funds for research support are, of necessity, limited; and, 2) there are many areas in which the university administration may effect positive changes in support of research that require little or no extra funding.

The recommendations of the Committee reflect these areas:

1. Revision of the Mission Statement to Reflect Institutional Commitment to Research;
2. Consideration of Modifications of the Indirect Cost Policy;
3. Return of Salary Savings from Sponsored Activities to the Departments;
4. Consideration of Alternate Means of Funding and Supporting Research Equipment;
5. Review of Allowable Expenditures of the Research Development Committee;
6. Examination of Issues Related to Released Time for Faculty;
7. Suggestions for the Improvement of Post-Award Grants' Management;
8. Examination of the Physical Resources on Campus Needed for Quality Research: Computers, Library Holdings, Supplies, etc.

The Committee found that much progress had already been made at East Tennessee State University in improving conditions and support of research. It further recognized that additional funding for research improvement would rely, in large measure, on a creative attitude within the faculty and the administration in securing external support from sponsored activities, as well as from intensified and focused efforts of the ETSU Foundation. The Committee applauded the progress already made, and urged a continuation of the administration's commitment to support of research at ETSU.

Background

The temper of today's times suggests a revitalization of national interest in the long-established relationship among instruction, research, and public service in contemporary higher education. With the increasing complexity of many of the nation's regional universities has come the need to redefine institutional missions so as to recognize and support research as a necessary adjunct to effective classroom and laboratory instruction.

In the past two decades, ETSU has expanded beyond its traditional role as a teaching institution, and has moved beyond East Tennessee in both programmatic outreach and student recruitment. Success in this expanded arena will, in large part, be predicated upon the excellence of programs. This level of excellence is in turn largely dependent upon ongoing scholarly activity by the faculty. Students appear to be attracted to colleges and universities which adopt and exemplify high standards. With the growing national emphasis on research at all levels of the collegiate experience, the research vitality of faculty is critical.

In recent years ETSU has substantially improved the quality and expanded the size of its educational programs, balancing instruction with a growing emphasis on research, recognizing that a faculty actively engaged in research and scholarship is essential to the intellectual vitality of the university. ETSU continues to seek the most effective means to encourage, facilitate, and support its faculty's efforts to expand scholarly endeavors.

In 1984-85, the Faculty Senate Research Committee surveyed the faculty to determine the current climate of opinion regarding opportunities and expectations for research. In April of 1985, the Faculty Senate adopted the report of that committee entitled "Impediments to Research." The report of the current committee is built in large measure upon the suggestions in the earlier document.

The Committee recognized the university's commitment to an expanded research mission. With the reactivation of the Research Development Committee in 1983, the appointment of an Associate Vice President for Research in 1984, the upgrade of the former Office of Contracts and Grants to Research and Sponsored Programs in 1986, and in many other ways, ETSU has made substantial strides in both recognizing and supporting research as a necessary component of university endeavors. These administrative changes have built a more organized structure in support of research and diminished the feeling on the part of some faculty that in their research efforts they had too often worked alone, hampered by insufficient resources, encouragement, and recognition. Some of the recommendations in this report will require commitment of university resources and may need to be phased in. However, other recommendations require only administrative changes in support of research with little commitment of additional resources.

We have taken as our mandate the concept that research and scholarly activities are a necessary part of the academic life of ETSU. We have further assumed that the time has come to address the future of research in the positive vein of what can be accomplished. Certainly, as the research and scholarly productivity of the faculty increases, there will be commensurate demand for the university to provide increased financial and administrative support for these endeavors. Based upon the record of the faculty, ETSU can be sure that this support will provide additional financial benefits to the University. Some of the actions suggested in this report look ahead to this necessity. However, we recognize that much can be accomplished with simply the will to achieve, and administrative support for success. This report is offered with that view in mind.

The report of this Committee contains three sections.

- I. Discussion of the Institutional Mission Statement and Suggested Revisions
- II. Statement of Faculty Research Needs to Promote and Encourage Research
- III. Recommendations

I. Institutional Mission Statement

As with any other major enterprise, East Tennessee State University takes its direction from the institutional mission statement. This document, along with related action plans and objectives, is the driving force of the organization. If the mission is not clearly and succinctly stated, there is confusion as to how departments and individuals ought to proceed in conducting their respective duties. The Committee examined several documents which contained versions of the institutional mission statement. The Committee found these documents to be suitable to their specific purposes, but incomplete in speaking to the research mission of the institution. Therefore, the Committee recommends the following:

- A. Preparation of a brief statement of the institutional mission which would be made readily available to faculty and administrators and incorporated into the publications of the institution as appropriate. This will meet the requirement of the new master plan of the Tennessee Higher Education Commission.
- B. Revision of the present mission statement as stated in the *Five-Year Strategic Plan of East Tennessee State University* as follows:

1. Under Section C: "Mission Emphases", insert the following paragraphs after paragraph IV:

One of the true indicators of a maturing university is the recognition and expansion of research as a reinforcing element complementing the original instructional mission of the institution. It is this synergistic relationship among research, instruction and public service which encourages and provides a source for the enhanced intellectual vitality of the university.

The development of an integral research mission has already become an essential component within many units of the university whose programs and accreditations rely on a high quality of faculty research as a necessary adjunct to quality instruction. This logical relationship should be supported and encouraged wherever appropriate throughout the institution. ETSU recognizes that it possesses in its faculty the capabilities to address national and international concerns and to provide solutions to regional problems that may not be addressed at other research institutions.

Ongoing research at East Tennessee State University serves to expand the professional expertise of the faculty, to provide assistance to the community, to expand and enhance student involvement in scholarly activity, and to provide a structure for constant renewal of teaching and learning in the university's classrooms.

2. Under I, Section D: "Types and Levels of Programs", add the following goal after goal 5:

6. To encourage and support an active research program for faculty and students to complement the previously stated instructional goals.

3. Under III, "Major Goals", add the following as "Major Goal C", and re-designate the remaining goals "D through N":

C To Improve the Research Capability of the Institution.

There is a long-established relationship among instruction, research, and public service at East Tennessee State University. With the rapid growth of the institution has come the attendant struggle to redefine its mission in terms of supporting and recognizing research as a necessary adjunct to effective classroom and laboratory instruction. During the past two decades ETSU has expanded beyond its traditional role as a teaching institution, and is now engaged in a wide range of research activities. This research thrust is multidisciplinary in nature and involves large numbers of faculty and students.

ETSU will expand both its recognition of research as an integral part of the university's purpose, and its provision of direct support to those engaged in research. Research productivity is being recognized as an increasingly important consideration in promotion and tenure decisions and incorporated into university documents as a clear expectation of faculty. Administrative procedures and policies will be examined in the light of the need to provide fiscal support for research whenever possible. The allocation and distribution of existing resources will be reviewed, and means will be considered to provide access to these resources by larger number of researchers.

To encourage, facilitate, and support the faculty of the institution in their efforts to expand their own professional base, an aggressive program will be designed to assist faculty in securing funding from external sources. In addition to the efforts of Research and Graduate Studies and the Office of Research and Sponsored Programs to assist faculty in securing external funding for specific projects, the Development Office will meet with representative researchers, and from these meetings identify general areas of need, such as upgrading laboratory equipment throughout the institution. The Office will then develop a comprehensive plan whereby these university-wide needs can be addressed through donations and other development activities.

Recruitment of faculty will be at least partially based upon previous research records. Likewise, the institution will seek to recruit talented students through active research and instructional programs, and will continue to explore means whereby support for these individuals can be made more competitive with other institutions.

Student recruitment, retention of talented and energetic faculty, and the subsequent success of the institution can be directly related to the excellence of its programs. This excellence will be maintained through ongoing measures designed to provide the support necessary to achieve it.

II. Statement of Needs

As stated previously in this report, the Committee has taken the Faculty Senate survey concerning faculty perceptions of impediments to research at ETSU as a beginning point. The results of that survey have been combined with the Committee's own deliberations to produce a current assessment of research support needs.

One opinion is most often articulated. Faculty remain concerned that the expectations of those to whom they report (chairs, deans, and central administrators) are not clearly defined. There is the clear call for: more coherence throughout the university in terms of the research expectations placed on faculty; a higher visibility of the overall mission of the institution and the relative place of research within that mission; and, administrative willingness to commit both dollars and time to efforts aimed at promoting the research activities of faculty.

Secondly, faculty express continued need for upgrading services provided for research. While many of the needs identified in the original Faculty Senate survey have been addressed, additional steps still need to be taken. Thirdly, faculty continue to identify a number of specific items that would facilitate their research: released time, additional travel funds, equipment, library upgrade, and computer access. These issues will be addressed in the body of this report.

Finally, faculty and the Committee agree that there is a need for administrative initiative in planning for the future of research at ETSU. We stand very much at a crossroad--the institution has made substantial progress in its movement from teacher's college to university. With the addition of the Quillen-Dishner College of Medicine, ETSU made a commitment to continue this forward movement. It now faces a time when it must identify both its present place in the national scale of higher education, and its future role among its sister institutions. ETSU has moved beyond the boundaries of eastern Tennessee, and institutional support for research and scholarly activity must likewise continue to expand. A comprehensive, widely distributed plan for our future growth would be invaluable in providing direction and incentive for faculty engaged in research as a necessary adjunct to quality instruction.

III. Recommendations

This Committee believes that one of its most important tasks is to identify specific actions to be taken in order to improve the campus research climate. There is no reason to doubt the institution's commitment to research, but certain steps do need to be taken to carry out that commitment. The Committee's recommendations are of several types. Some will require financial resources; some will require only changes in administrative policies; and some will suggest the need for further consideration of certain issues.

1. Indirect Cost

Under current policy, recovered indirect costs are distributed in two different manners. For the College of Medicine, all indirect costs generated by sponsored programs are returned to the Dean of the College of Medicine. For the rest of the University, 50% of the recovered indirect cost is placed in the general fund and

50% is distributed to the dean of the college who customarily shares it with the originating department. The Committee recommends that to aid in the direct support of research, the 50% of the recovered indirect cost now placed in the general fund be placed in a special research account to increase internal support for research, to provide "seed money" for new research programs, and to be used as a potential source for matching requirements for new grant proposals.

Pending the acceptance of that recommendation, the Committee recommends that the 50% of the recovered indirect costs placed in the general fund be allocated on a one-time basis for the establishment of a "pooled account." This account could then be used to support the needs of researchers who have been funded, but whose indirect costs have not yet been recovered. Subsequent indirect recovery from the funded project would be used to replenish the account (for example, a project director who needs a piece of equipment to perform the project could "borrow" funds to purchase it from this pool account and "repay" the loan when the indirect is recovered; similarly, a project director could "assign" his indirect to be recovered in the future toward the matching requirement of this proposal by means of a "loan" against this account).

2. Salary Savings

ETSU should adopt as a regular policy the provision that salary dollars "saved" when the time of a faculty member has been purchased by an external source be used at the discretion of the chair and the dean to carry out the department's mission (e.g. temporary positions, part-time faculty, graduate assistants). Currently, this can be accomplished only by special arrangement. The unequivocal adoption and wide dissemination of this policy would remove the most substantial existing disincentive to research and sponsored programs. Too often, the time of a faculty member purchased by an external source is either lost from the department's instructional effort or the instructional effort must be absorbed by a departmental colleague. Neither alternative contributes toward a positive attitude regarding sponsored program activity.

3. Research Equipment Pool

Because of the heavy demand for instructional and administrative equipment, it is not clear how much of the money spent on equipment by the university is specifically related to research, although certainly some of the equipment purchased for other uses can also be utilized in research. The Committee recommends that a separate pool of funds be set aside in the equipment budgeting process dedicated to the purchase of equipment for research. Under current circumstances, it is very difficult for an individual researcher to secure the purchase of even a relatively minor piece of equipment with university funds. Even if a separate pool is not established, the budget process should clearly identify that portion of the equipment funds going to research.

4. Research Development Committee

In both formal and informal surveys of faculty opinion regarding their needs for assistance in carrying out their research programs, two needs regularly come to the fore. Faculty researchers report that they do not have sufficient time for their research efforts and they have difficulty in procuring the equipment required for their research projects. During the 1985-86 academic year, the Research Development Committee submitted to the administration two recommended changes in the guidelines of that Committee. The first would permit the Committee to fund equipment purchases needed for specific research projects submitted in the regular process of the Committee. Under current guidelines, the Committee can fund projects up to a total of \$5,000, but cannot purchase equipment. The Committee purchases for individual research large amounts of laboratory supplies (glassware, chemicals, reagents, etc.) and spends large amounts of money (up to the dollar limit) for the purchase and maintenance of animals. It seems illogical to prohibit the Committee from purchasing equipment which is as critically important for the completion of a research project as laboratory supplies or animals. The second change proposed by the Research Development Committee would permit the Committee to fund part-time faculty appointments in departments, again in response to specifically approved research proposals, so as to award released time to the principal investigator of the project. These two recommended changes in the guidelines would address two of the most significant needs of faculty researchers. This Committee urges the administration to reconsider its earlier decision on the proposed changes. Also, in light of the steadily increasing demand for these funds, and the commensurate increasing quality of applications, the Committee recommends a review of RDC needs in terms of both funds available for awards and fiscal needs for the operational support of the Research Development Committee.

5. Released Time

Earlier surveys of faculty opinion reveal uncertainty about the way released time is used. The Committee recommends that department chairs and/or deans submit formal reports to the Vice President for Academic Affairs on the amount of faculty time released for research, the process and criteria by which released time was awarded, and the results of what has been produced because of the released time.

6. Research Assistantships

The Committee understands that for the first time the 1987-88 budget includes funding for the establishment of research assistantships. This is an important first step in the right direction and should be increased in succeeding years. In addition, the allocation of regular graduate assistantships could be made by the School of Graduate Studies to provide released time for faculty researchers in those instances when it is possible for the graduate assistants to take over full instructional responsibility.

7. Assigned Departmental Research

In concert with the programs just discussed, the Committee recommends that faculty released time for research be increased by the establishment of a program of Assigned Departmental Research/Scholarly Off-Campus Assignment. The program would provide released time for faculty members to enhance their research and scholarly skills in another environment, to become completely devoted to a scholarly pursuit without the interference of classroom and committee responsibilities, and to gain new perspectives regarding their discipline and scholarly goals. A description of how increased released time for research might be adequately funded with approximately \$80,000 per year is included as Appendix A of this report.

8. Manual on Grants' Management

The Committee believes that the Director of Research and Sponsored Programs, the Comptroller, a representative from the Personnel Office, and at least three faculty members with active research grants should be charged with developing a manual for Principal Investigators which would provide information on accounting and purchasing procedures as well as complete information on post-award fiscal management. This group should attempt to produce the manual by January 1, 1988.

9. Grants/Contract Accounting

The Committee recommends consideration of strengthening a separate unit within the Comptroller's Office as "Grants/Contract Accounting" with individuals trained specifically in the administration of sponsored programs. This unit should report directly to the Comptroller and work closely with the Office of Research and Sponsored Programs in facilitating post-award grants administration. The Committee encourages both those individuals of the proposed unit and the Director of Research and Sponsored Programs to attend as many federal briefings as possible with regard to current developments in post-award grants' management. The Committee further recommends that efforts be made to facilitate the post-award process for PIs in much the same manner as similar efforts underway to streamline pre-award approval.

10. Research Computing

As with equipment, there is compelling need for access to computers for research. Modern research techniques require computers. This is true in nearly every facet of scholarly investigation. Universities deal in information management and the computer is as important to that process today as the pen and paper were 75 years ago. Ideally, every graduate faculty member should have access to a personal computer. The Committee applauds the recent efforts to effect a major computer upgrade on campus. An expanded mainframe will allow the manipulation of large data sets and also provide sufficient access to sophisticated software which cannot be run on PCs. The Committee recommends the adoption of the goal of a PC workstation in every department with the highest priority given to faculty research. The Committee also believes that

ETSU should move towards the standardization of PC equipment and software on campus. This is becoming almost a critical problem, as non-compatible equipment and programs hinder internal collaborative research.

11. BITNET

With access to BITNET a reality, the Office of Computing and Information Resources should provide training for researchers in its use and facilitate access to the system for researchers. This will also require addressing the problem in accessing the main frame that many researchers experience. It appears that the new telecommunications system may remedy this problem.

12. Journals

As with support for equipment, library support at the federal level has declined in the past years. The budgets of both Sherrod Library and the College of Medicine Library are strained, yet both face growing demand by faculty for upgrade in database searching and computerized services, purchases of more reference works and scholarly journals, and other research-related needs. The problems associated with the purchase of journals is particularly acute. In the current situation, virtually no new journals are added, unless a department can find a journal to delete. Given the knowledge explosion and fact that so much of scholarly communication and debate goes on in journals, this situation is working a hardship on several programs. The Committee recognizes the difficulty in providing sufficient funds to transform either unit into a major research library, yet some measures must be taken to expand the availability of scholarly resources for both faculty and graduate students.

13. Other Libraries

The Committee recommends that the Associate Vice President for Research investigate reciprocal arrangements between this institution and research libraries within driving distance of Johnson City. Such arrangements need not be elaborate, and could be as simple as allowing a faculty member to xerox materials at another library and charge them to a departmental account. They could include the provision for ETSU faculty to check out materials. Computerized searching of the holdings of other libraries might be made available to ETSU faculty. The Committee also recommends a trial "research van" which would take interested faculty to, for example, the University of Tennessee campus for the day. The van would be funded from the travel budget of Research and Sponsored Programs, and that office would make all necessary arrangements. These relatively low-cost measures would address only the surface of the problem, but they could serve until other solutions can be found.

14. Seminars

Association with other scholars is an integral part of research enhancement. The opportunity to engage in meaningful dialog with those recognized as outstanding in their respective fields is an important component of faculty development. The Committee recommends that a fund similar to that used to

support the speakers' program of the 75th Anniversary Celebration be used to support a series of seminars on campus in which noted researchers would share their experiences with ETSU faculty. In comparison to the broad scope of the Anniversary Celebration, this series would be kept relatively low-budget, but would provide opportunity for dialog with researchers in a variety of disciplines. The program would be coordinated by Research and Graduate Studies as part of that unit's mission of research advocacy.

15. ETSU Foundation

The Committee urges that the ETSU Foundation adopt the support of faculty research as one of its major priorities. The funds raised should be held in an endowment for the future support of research.

16. Personnel Appointments

The process for hiring should be reviewed and revised in order to coordinate employment under grants and contracts with the actual start-up of projects. Under the current situation, projects are sometimes delayed due to the difficulty in getting a person placed on the payroll in a timely manner. The Committee urges the Director of Research and Sponsored Programs to meet with other administrators to improve this situation.

17. Supplies Pool

Many departments are facing difficulties in the adequacy of supply budgets, making the provision of support for research nearly impossible in some areas. The Committee recommends that a "pool" of research supply money be identified at the beginning of each fiscal year by all deans. This plan would be put into effect on a one-year trial basis, and evaluated for its effectiveness. As the situation now stands, many researchers have become discouraged, finding that even the most minor expenditure for research supplies is often unavailable. They are sometimes caught between the Research Development Committee which expects departments to provide supplies for faculty research and department chairs who say that the money is not available in the department's budget.

18. Travel Opportunities

Research efforts are substantially enhanced by contact and discussion with one's colleagues. Success in funding competitions can often be directly linked to the collaborative arrangements made by active researchers at separate institutions. Likewise, funding representatives are most observant of those in attendance at national meetings, assuming that travel opportunities provided by their universities reflect positively upon the level of support for research at home. Visibility among potential sponsors, the opportunity to engage in scholarly dialog, and possible collaborative activities are all the result of travel funding. The Committee notes that significant increases have been budgeted for travel in recent years. The Committee recommends that the administration continue to review the travel funding available to departments, monitor the use

of these funds, and increase them where necessary in such a manner as to be most productive for research purposes.

Conclusion

The Committee provides this report to offer recognition of the improvements that have been made in the climate for research in recent years and to suggest some specific ways in which further progress can be made. The Committee hopes that the specific nature of the suggestions will assist the administration in continuing its efforts to emphasize, support, and reward the research accomplishments of the faculty.

APPENDIX A

The Committee suggests that the expenditure of approximately \$80,000 would fund a substantial increase in the amount of faculty released time available for research. The Committee also believes that a program of Assigned Departmental Research could be established at virtually no cost.

1. \$65,000 should be set aside to establish ten new graduate teaching assistants. These would be allocated by the School of Graduate Studies to departments to cover released time for faculty members who have applied for help with a specific project and received administrative approval for it.
2. \$15,000 should be set aside to provide part-time instructors to cover classes which otherwise would have to be taught by faculty who have applied for and been awarded released time. At the current rate, this would cover approximately 13 three-hour classes.
3. A program of assigned departmental research could be established at virtually no cost under the following arrangement. The program would be similar to traditional sabbatical programs, but might be more appropriately called assigned departmental research.

The university could competitively award ten assignments of research for an entire academic year and five for one semester. Faculty receiving the award for an entire academic year would receive one-half of their nine-month salary and would be expected to supplement that from external sources. If the average salary for faculty going on a year-long assignment was \$35,000, the university would "save" \$175,000 in salaries. That amount of money would fund sufficient part-time instructors to replace the effort of all fifteen persons going on research assignment during the year.