

PRACTICES FOR MOTIVATING FUNDING IN THE ARTS AND HUMANITIES

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THE DREADED EMAIL....

Dear Dean Dice and Department Chair Rice,

Last spring, I applied for a fellowship from the National Endowment for the Humanities. I just found out from the program officer that I was awarded the fellowship! Isn't that great?!

The fellowship requires that I be released from my teaching Fall, 2016-Spring, 2017. During that time, I will be working on my book, *Super interesting expert thing I am writing about*, and will be traveling and generally unavailable for meetings.

I am quite honored to receive this fellowship and I know it brings prestige to the University. Please let me know if there is anything I need to do before I start this great opportunity in August.



SUCSESSES AND CONCERNS

- Faculty Member X applied for a fellowship – AWESOME!
- Faculty Member X was successful with said fellowship proposal – EVEN MORE AWESOME!
- Faculty Member X didn't tell dean and chair/head that s/he was applied for said fellowship, in case s/he didn't receive the fellowship – “I don't want my dean and chair to know I failed” – NOT AWESOME but concern is real
- Faculty member might have assumed that the University would never make her/him turn down an awarded fellowship – Probably a reasonable assumption
- But now, an entire department and a set of students will have to make changes to accommodate Faculty Member X – NOT AWESOME! And this could have been prevented

WHAT DOES A SYSTEM NEED TO HELP
FACULTY BE SUCCESSFUL WITH
FELLOWSHIPS AND STILL SERVE THE
INSTITUTIONAL MISSION?

WHO ARE THE STAKEHOLDERS?

- Faculty/Scholars
 - Support for their scholarship
 - Prestige, recognition
- Administrators
 - Infusion of external funds to offset internal dollars
 - Prestige, recognition for the Department/School/College/University/State
- Students
 - Availability of scholars to provide instruction
 - Prestige, recognition adds value to their degree
- Taxpayers/Trustees/Donors
 - How are “their” funds being utilized for maximum impact
 - Prestige, recognition for “their” institution

WHO IS SUCCESSFUL WITH FELLOWSHIPS?

Example Foundation/Agency Data:

- NEH - <https://securegrants.neh.gov/publicquery/main.aspx>
- ACLS - <http://www.acls.org/research/findfellows.aspx>
- Fulbright - <http://www.cies.org/fulbright-scholars>
- Guggenheim - <http://www.gf.org/fellows>
- National Center for Science and Engineering Statistics (NCSES) – Higher Education Research and Development Survey - <https://ncesdata.nsf.gov/herd/2014/> - Go to the “non-S&E fields and subfields, ranked by FY 2014 totals: FYs 2012–2014” and then “Total Expenditures” ****
- Etc.

**** - some fun implications for Carnegie Rankings

Arts and Letters Faculty Fellowship Comparison, 1999-2012 (thirteen-year period)
 U.S. News Top 25 National Research Universities
 Number of Fellowships Awarded

		NEH	ACLS	Guggenheim	Fulbright	National Humanities Center	IAS Princeton	Amer Acad in Rome	Woodrow Wilson Center	Newberry Library	American Antiquarian Society	ASCS Athens	Huntington Library	Humboldt Foundation
1	Princeton	23	26	48	18	5	28	5	2	3	1	0	9	3
2	Harvard	28	31	32	26	6	20	2	0	1	3	2	8	9
3	Univ of Michigan	36	20	44	26	7	10	1	5	6	2	1	4	1
4	U of Calif., Berkeley	21	34	24	24	11	15	4	3	3	2	2	4	5
5	University of Chicago	17	32	34	14	8	13	3	2	5	0	1	12	8
6	Columbia	13	17	35	19	10	20	3	1	1	0	1	5	5
7	Notre Dame	46	20	12	17	9	6	3	3	6	2	1	2	7
8	Northwestern	12	26	18	16	8	11	0	2	11	0	0	8	4
9	Pennsylvania	10	16	24	16	4	17	6	2	3	1	1	5	6
10	Yale	7	12	19	16	6	9	8	0	1	1	0	9	4
11	Duke	9	13	12	12	42	3	0	2	2	0	0	2	0
12	Stanford	11	21	20	18	4	7	0	0	0	0	0	5	1
13	Brown	14	20	10	19	4	10	1	3	1	3	0	5	2
14	Univ of Virginia	18	21	13	14	7	3	1	1	2	0	0	4	2
15	Georgetown	15	9	3	22	2	2	0	16	0	0	0	4	4
16	Cornell	13	10	9	19	6	3	0	3	0	2	1	5	7
17	Vanderbilt	12	12	7	11	0	3	0	1	3	0	2	9	2
18	Emory	10	11	9	21	3	5	1	0	2	1	1	2	2
19	Washington (St. Louis)	18	10	7	16	2	3	0	1	2	0	1	2	4
20	Johns Hopkins	4	12	13	8	3	2	1	4	1	2	1	1	0
21	Dartmouth	14	11	9	8	2	0	1	0	1	2	0	4	1
22	MIT	7	7	11	2	1	7	3	0	1	0	0	3	1
23	Rice University	7	11	7	5	3	1	1	0	0	0	0	1	1
24	Carnegie Mellon	1	4	1	7	0	0	0	0	1	1	0	2	0
25	Cal Tech	1	0	3	0	0	0	0	0	0	1	0	7	0

<http://isla.nd.edu/for-faculty/external-funding/arts-and-humanities/>

PUBLICIZING FELLOWSHIPS

- Center for Measuring University Performance - <https://mup.asu.edu/University-Data> (look at the source notes)
- Association of American Universities - http://sites.nationalacademies.org/PGA/Resdoc/PGA_044718
- Washington State University - http://orso.or.wsu.edu/prestigious_faculty_awards.asp
- Florida State University - <http://ofr.fsu.edu/Faculty-Awards/Faculty-Awards-and-University-Ranking>

The screenshot shows the website for the Office of Research Support and Operations at Washington State University. The page is titled "Prestigious Faculty Awards for Research and Scholarship" and includes a table with the following data:

Title	Applicable College(s)	Recognized by AAU/MUP	Comments
Alexander von Humbolt Research Fellowships <ul style="list-style-type: none"> Alexander von Humbolt Research Award Alexander von Humbolt Fellowships for Experienced Researchers 	All	AAU	There are no quotas, neither for individual countries, nor for particular academic disciplines. The selection committees comprise academics from all fields of specialisation and make independent decisions based solely on the applicant's academic record. They support people, not projects. The Fellowships for Experienced Researchers are available to all qualified applicants while the Research Award is by nomination only.
American Academy in Rome	CEA, CLA	AAU	Designed for emerging artists and for scholars in the early or middle stages of their careers.
American Academy of Arts and Science <ul style="list-style-type: none"> Visiting Scholars Program 	CAHNRS, CLA	AAU	To support the work of younger public policy analysts, humanists, and social scientists who show promise of becoming leaders in their field, especially those who work on multidisciplinary topics.
American Antiquarian Society Fellowships	CLA, Libraries	AAU	Designed to enable scholars, advanced graduate students, and others to spend an uninterrupted

WAIT? SOME FELLOWSHIPS ARE MORE PRESTIGIOUS...?


Faculty Awards in the Arts, Humanities, Science, Engineering, and Health

Source: CMUP

For this category, we collect data from several prominent grant and fellowship programs in the arts, humanities, science, engineering, and health fields.


- Included in this measure are:
- American Council of Learned Societies (ACLS) Fellows
- Beckman Young Investigators
- Burroughs Wellcome Fund Career Awards
- Cottrell Scholars
- Fulbright American Scholars
- Getty Scholars in Residence
- Guggenheim Fellows
- Howard Hughes Medical Institute Investigators
- Lasker Medical Research Awards
- MacArthur Foundation Fellows
- Andrew W. Mellon Foundation Distinguished Achievement Awards
- National Endowment for the Humanities (NEH) Fellows
- National Humanities Center Fellows
- National Institutes of Health (NIH) MERIT (R37)
- National Medal of Science and National Medal of Technology
- NSF CAREER awards (excluding those who are also PECASE winners)
- Newberry Library Long-term Fellows
- Pew Scholars in Biomedicine
- Presidential Early Career Awards for Scientists and Engineers (PECASE)
- Robert Wood Johnson Policy Fellows
- Searle Scholars
- Sloan Research Fellows
- US Secretary of Agriculture Honor Awards
- Woodrow Wilson Fellows

PUBLICIZING FELLOWSHIPS - [HTTPS://AWARDS.RESEARCH.USF.EDU/](https://awards.research.usf.edu/)



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HOME HONOREES OPPORTUNITIES AWARD TOTALS BROWSE BY COLLEGE



Yao Liu

Assistant Professor
NSF CAREER Award

Award Type: AAU TARU NRC
Awarded: 2016

Dr. Yao Liu is an Assistant Professor in the Department of Computer Science and Engineering, University of South Florida. She received her Ph.D in Computer Science from North Carolina State University in 2012. Dr. Liu's research is related to computer and network security, with a [READ MORE](#)

Upcoming Deadlines

- JUN 30 AAG Honors
- JUN 30 Bode-Pearson Prize for...
- JUN 30 Constance M. Rourke Prize
- JUN 30 Newton Lacy Pierce Prize in...
- JUN 30 Helen B. Warner Prize for...
- JUN 30 Beatrice M. Tinsley Prize
- JUN 30 Beatrice M. Tinsley Prize
- JUN 30 Joseph Weber Award for...
- JUN 30 Dannie Heineman Prize for...

[View detailed list...](#)

FACULTY HONORS, PRIZES, AND AWARDS

Awards bring prestige and recognition to the university and honor deserving scholars. They are not only a recognition of faculty excellence, but also an important metric of institutional performance. We are pleased to list on this site the University of South Florida faculty members with distinction based on fellowships, prizes and awards recognized by the Association of American Universities (AAU), Top American Research Universities (TARU), National Research Council (NRC), and other prestigious national and international awards in different disciplines.

PUBLICIZING FELLOWSHIPS - [HTTPS://AWARDS.RESEARCH.USF.EDU/](https://awards.research.usf.edu/)

UPCOMING AWARDS



[More awards →](#)

HONORS RECEIVED

AAU 264	TARU 163	NRC 313	Other Prestigious 538
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FEATURED AWARDS

AWARD	RECEIVED	ABOUT AWARDS
Institute of Medicine Member	4	Learn More
National Academy of Engineering Member	3	Learn More
Core Fulbright U.S Scholar	82	Learn More
AAAS Fellow	56	Learn More
NSF CAREER Award	41	Learn More
National Endowment for the Humanities (NEH) Fellows	14	Learn More
National Endowment for the Humanities Faculty Research Award	9	Learn More
NIH MERIT Award (R37)	7	Learn More
American Council of Learned Societies (ACLS) Fellows	6	Learn More
Presidential Early Career Awards for Scientists and Engineers (PECASE)	2	Learn More

INCENTIVIZING AND REWARDING FELLOWSHIPS

- Texas Tech - <https://www.depts.ttu.edu/vpr/funding/downloads/IncentivesNationallyPrestigiousFacultyAwards091014.pdf>
- A faculty member who receives one of the AAU/CMUP/THECB fellowships or awards will also receive:
 1. Up to \$25,000 for demonstrated relocation expenses. This reimbursement will be jointly provided by the Offices of the Provost and the Vice President for Research. An advance budget estimate will be required and approved to establish the account.
 2. A one-time \$5,000 award, to be centrally funded, granted at the start of the fiscal year following conclusion of the fellowship or award year.
- University of Oklahoma - <https://vpr-norman.ou.edu/VPR-research-awards/recognition-program-exceptional-achievements-research>

EXAMPLE: UNIVERSITY OF NOTRE DAME

- Generous faculty leave policy
- Use of fellowship funds to support the College of Arts and Letters
 - Example (2000-2001)
 - Avg fellowship = \$34K
 - 64 fellowship proposals submitted per year
 - 29 proposals funded = \$986,000
 - 26 adjuncts needed at \$16K per adjunct = \$416,000
 - \$570,000 in funding for the College to use (some funds support travel for the fellows; other funds used as discretionary funding in the college)

WHAT DO FACULTY WANT IN FELLOWSHIPS?

- Full year with full pay – no penalty regardless of the fellowship award amount
- Money to travel/do research during fellowship year – either available through the fellowship or as institutional support
- If a residential fellowship, support for family to travel or move with faculty member
- Someone else to identify teaching replacement for faculty on fellowship
- No restrictions on number of fellowships in a row
- No requirements to return to the university or pay back for a fellowship year
- Ability to take a fellowship whenever it is received – don't have to try to make it coincide with sabbatical year

WHAT POLICIES ARE APPEALING TO FACULTY?

- Notre Dame example
 - The University does not subscribe to a rigid schedule of leaves, and leaves are not earned simply as a result of a faculty member's employment for a given period of time. The College encourages all teaching-and-research (T&R) faculty to apply for research leaves on a regular basis.
 - Assistant professors whose contracts are renewed for a second term will normally receive a one-semester paid leave or a full year at half salary during their second probationary period.
 - Assistant professors who win a significant grant will receive a full year's leave at full salary and the leave will not count as a University-supported leave.
 - Untenured faculty have the option to stop the tenure clock one time for a research leave.

A BIT LESS APPEALING

- Notre Dame example
 - Assistant professors who receive significant outside funding for a leave before renewal remain eligible to apply for either a second externally supported leave or a University-funded leave during their second probationary period. However, faculty members are not permitted to take a University-funded leave immediately following an externally-funded leave. They must return to the University for at least two semesters of full-time teaching before assuming a University-funded leave. Except in unusual circumstances, external grants may not be combined with University-supported leave in order to extend the leave period beyond a year.

SOME FACULTY FEARS

- Promotion and Tenure penalties – colleague jealousy, insufficient hours in the classroom, increase in productivity not linked to fellowship
- Personal issues – who takes care of my family, kids, house, students, committees, etc.
- Instructional fears – what if my teaching replacement is better than me? I am required to find my replacement in the classroom – where do I start? I teach courses that are too fundamental or too popular – I will never be allowed to take a fellowship

FEAR OF LOST REVENUE

Faculty Member X was scheduled to teach an undergrad course of 35 students and a grad course of 10 students in each semester. The provost decides to show the calculation of lost revenue if the instructor is not replaced.

3 credit hour Undergraduate Course:

Residential tuition @ 131.90/crhr	$\$131.90 \times 3 \text{ crhr} \times 26 \text{ hc} = \$ 10,288.20$	
Mandatory fees @ 104.35/crhr	$\$104.35 \times 3 \text{ crhr} \times 35 \text{ hc} = \$ 10,956.75$	
Non Residential Tuition @ 406.50/crhr	$\$406.30 \times 3 \text{ crhr} \times 9 \text{ hc} = \$ 10,975.50$	Total = \$32,220.45

(assuming 25% of students are nonresidential)

3 credit hour Graduate Course:

Res Tuition @ 175.20/crhr	$\$175.20 \times 3 \text{ crhr} \times 8 \text{ hc} = \$4,204.80$	
Mandatory fees @ 104.35/crhr	$\$104.35 \times 3 \text{ crhr} \times 10 \text{ hc} = \$3,130.50$	
Non Res Tuition @ 500.00 crhr	$\$500.00 \times 3 \text{ crhr} \times 2 \text{ hc} = \$3,000.00$	Total = \$10,335.30

Total lost revenue in tuition and mandatory fees \$ 42,555.75

- If the fellowship does not recover nearly \$90,000, then the faculty member cannot just cancel his/her classes without lost revenue to the department/college. A replacement instructor will be needed.

THE FINANCIAL OPPORTUNITY

- Faculty salary = \$80,000 per year
- Fellowship award = \$60,000 for one year
- Replacement faculty to teach 4 courses at \$6,000 per class per year = \$24,000
- The fellowship of \$60,000 releases salary back to the department/college. The department/college uses \$24,000 to hire an instructor
- That leaves \$36,000 for the department/college to play with
- If 4 faculty receive fellowships per year, the department/college has \$144,000 of discretionary dollars and all of the classroom needs are met
- If 30 faculty receive fellowships in a year, the department/college has over \$1M to play with!!! What dean doesn't want that?!?!

WHAT ARE SOME CHALLENGES?

- Besides the faculty fears...
- Recording and tracking fellowships that AREN'T routed through the university
- Tax implications for faculty who receive fellowship funds directly
- Internal funding programs that enable course releases but aren't necessarily as prestigious as an external fellowship
- Administrator myopia
- Legislative interference and misunderstanding

EFFECTIVE PRACTICES

- Clear valuing of fellowships - building scholarship, visibility for the institution, leave for faculty (renewal of spirit), positive value and not fear, jealousy and resentment
- Clarity of leave policies and promoting them
- Support for submitting proposals
 - Submission proposal can be made easier
 - Research Development and Sponsored Programs already provide support
- Encouragement of faculty needs to come from chairs/directors and deans and possibly the Provost and VPR/VCR

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