

Policy Statement on Resident Faculty Responsibilities

A full-time resident faculty member must earn 100 points per year by carrying out his/her responsibilities in (a) teaching, (b) research, (c) management & recruitment, and (d) outreach to the business community. The workload of a full-time resident faculty is allocated as shown below but there is flexibility in how the 100 points are accumulated. Under-performance in one area can be made up with over-performance in another as long as a minimum threshold of 50% in each set of duties is achieved.

Teaching load (30% or 30 points)

a) Teaching load: 40 ECTS with Overall Evaluation Score of at least 4 out of 5 for each course taught. For each ECTS the instructor receives 0.5 points or a total of 20 points for 40 ECTS.

b) Final Project (Master Thesis) supervision: 15 projects; supervisor receives 0.67 point per completed and graded project for a total of 10 points.

A shortfall in the points earned from taught ECTS and project supervision must be made up with an equivalent load of Executive Education without pay or equivalent over-performance in one or more of the other sets of duties listed below. Teaching more than 40 credits or supervising more than 15 projects requires a **written permission** from the Institute Director.

Research & publications (30% or 30 points)

Thirty percent of a faculty's workload is allocated to research & publications related to their teaching. Each faculty member accumulates 30 points a year from any combination of the following:

- ***Internationally published Academic Research:*** Publication of a paper in an A-tier journal (30 points); publication of a paper in a B-tier journal (15 points); publication in C-tier refereed journal (10 points) publication of a textbook or an academic-calibre book (20 points). (For journal classification into tiers see attached Policy Statement on Faculty Research)
- ***Internationally published Applied Business Research:*** International publication of a monograph based on applied business research of global interest, OR a major book chapter in an international business book (10 points); OR an internationally published case study or international conference proceedings (10 points);
- ***Published Instructional Research*** related to pedagogy or teaching and learning (10 points)
- ***Locally or regionally published applied business research*** on themes that have a significant impact locally or regionally (5 points)
- Doctoral Thesis supervision (when it becomes available) for up two doctoral candidates (5 points per doctoral thesis supervised and completed).

CIIM has instituted a structure of incentives and bonuses for research publications, detailed in the attached Policy Statement on Faculty Research, which provides detailed policies and guidance on Faculty research at CIIM.

Programme management & student recruitment (30% or 30 points)

Full-time resident faculty members serve as Directors of one or more Academic Programmes or as Directors of Centers such as the Entrepreneurship & Innovation Center and Offices such as the Research Office.

Programme Directors have programme management and student recruitment responsibilities as follows:

- a) Successfully manage one or more academic programme and ensure the achievement of course and programme learning outcomes (CILOs & PILOs)
- b) Uphold and upgrade to quality of the programmes they manage ensuring their market appeal and relevance and their differentiating uniqueness (unique value proposition) as market conditions and the competitive environment change
- c) Ensure the accreditation (academic & professional as applicable) and reaccreditation of their programme(s)
- d) Ensure student engagement, a memorable student experience and continued relationship with the Institute beyond graduation
- e) Recruit the agreed annual target number of qualified, fee-paying students with the minimum average yield as determined from time to time by the Institute. The targets are set annually and detailed in a separate attachment.

Bonuses are provided for the attainment of programme revenue targets in full, and additional bonuses for exceeding these targets. The targets and bonuses are set annually.

Faculty who serve as Directors of Centres and Offices have different Management Duties and Responsibilities specific to their Centre and/or Office outlined in a separate statement, along with related targets and bonuses.

Outreach & community engagement (10% or 10 points)

- a) Organize and run at least 1 international conference (3 points) and a minimum of two seminars (3 points) per year on a theme related to the field of teaching and research (for a total of 6 points)
- b) Participate in a leadership and/or policy role such as a member of a Board, Council or Commission (2 points)
- c) Carry-out other community outreach activities such as competitions, surveys, public lectures, and other events that attract wide public participation and substantial media attention (1.0 point per activity)
- d) Write articles in the print and electronic media (including own blog) and make appearances on radio, TV and digital media about economic, business and social issues (0.5 points per local article or appearance, and 2 for international such as the Economist, Financial Times, Wall Street Journal, Bloomberg) for a total of 2 points. For points to be earned there should be explicit reference to CIIM.

Participation in Committees

Participation in Committees is mandatory for faculty; it is fairly distributed; and, receives no points.

Substitution

A shortfall in the points earned from one set of duties can be made up with over-performance in another set of duties provided that a minimum threshold of 50% in each set of duties is achieved, and the written approval of the Director is sought and secured in advance. For example, a shortfall in the teaching load can be made up with equivalent hours of teaching in executive education without compensation or with extra research publications, over and

above what is required. Any deviation from this policy, as described above, requires written authorization from the Management.

Outside Work or Engagement

Outside work or engagement, such as teaching and consulting, is strictly prohibited without the submission of a written “Request for Approval” to the Institute’s Management and the written permission of the Director. Approval will be granted only to faculty who have not received the required 100 points for meeting their CIIM duties in full. CIIM is entitled to 20% share of fees on all outside work on payment. Failure to disclose such work and seek written approval from the Director or to pay CIIM’s share will result in a loss of accumulated points proportional to the time devoted to and/or income earned from the outside engagement. Reoccurrence constitutes a reason for dismissal.

Consequences for Underperformance

Underperformance in one area (e.g. teaching) can be made up with over-performance in another (e.g. research, service or executive training) so as the total points earned sum up to 100. As long as the faculty member lagging behind in his/her expected overall performance (accumulation of 100 points) no consulting or other forms of outside engagement can be approved by the Management. Under-performance (i.e. failure to earn the 100 points required) will result in a warning. If performance continues to be lacking for a second year, there would be a commensurate withholding in compensation e.g. a 20% shortfall in performance will result in 20% withholding of compensation. This can be recovered with subsequent over-performance. Persisting under-performance will result in dismissal.

Performance Review

See Faculty Handbook.

[Excerpt from CIIM Policy Statements document updated April 2019]