

**THE CARL FROST CENTER FOR SOCIAL SCIENCE RESEARCH
FROST/SCANLON RESEARCH AWARD
for
STUDENT/FACULTY COOPERATIVE RESEARCH**

The Scanlon plan originated in the 1930s with Joseph Scanlon, a worker in a steel mill who resolved a conflict between union workers and management on the principle that cooperation is more productive than competition. His work led him to a career helping other businesses understand this management process, which became the Scanlon Plan. This plan follows four key principles:

- Identity,
- Equity,
- Competence, and
- Participation.

As such, the Scanlon Plan is also closely associated with the concepts of servant leadership and innovation.

Dr. Carl Frost worked with Mr. Scanlon while Mr. Scanlon was a lecturer at MIT. In 1949, Dr. Frost left MIT to teach Psychology at Michigan State University. Additionally, he helped local businesses incorporate the Scanlon Plan into their business operations. Dr. Frost dedicated his life to advancing the Scanlon Plan and was critical in maximizing the outcome measures of non-profit and governmental entities from a variety of backgrounds – from Motorola to Herman Miller. The Scanlon Plan continues to be promoted as a theory of practice and as an application to work towards organizational change through the Scanlon Leadership Network – three organizations that promote the Scanlon Plan in a variety of ways (please visit www.scanlonleader.org). The Frost Center at Hope College, which was founded in 1990 through a gift from the Scanlon Plan Associates, is named in honor of Dr. Frost.

- A. **Award Summary:** The broad purpose of the Frost/Scanlon Research Award is to support promising research that investigates the application and impact of the following subjects within a wide range of organizational or social environments:
- a. Scanlon EPIC Leadership Principles,
 - b. Servant Leadership, or
 - c. Innovation in organizational practice.

Applicants are required to combine at least 2 of these topics in their research objectives.

The goals of this program are to:

- a. Inspire new and creative thinking on these subjects,
- b. Support the development of empirical research on these subjects, and
- c. Provide students with practical experience in organizations in these subjects.

The award can take one of two formats:

- a. 12-week Program: (Up to \$7,400) A 4-week student internship at a Scanlon Leadership Network company/organization followed by an 8-week intensive research project supervised by a Hope College faculty member.
- b. 8-week Program: (Up to \$6,000) Collaborative research project between a Hope College faculty member and student (no internship involvement).

- B. **Eligibility**: Open to all full-time regular faculty within the social sciences, including full-time adjunct faculty, who are interested in conducting research on The Scanlon Management Plan or in Servant Leadership.

NOTE: TENURED FACULTY WHO HAVE RECEIVED THIS GRANT FOR THE PAST TWO YEARS ARE NOT ELIGIBLE FOR A THIRD CONSECUTIVE GRANT. TO BE ELIGIBLE, APPLICANTS MUST HAVE FILED A REPORT FOR THE MOST RECENT FROST/SCANLON RESEARCH AWARD THEY RECEIVED.

- C. **Grant Period**: Up to eight (8) weeks of support for a faculty member (alone or in combination with another grant); student stipends may extend up to eight (8) weeks during the spring or summer, or up to the maximum award during the academic year. If student will be participating in an internship at a Scanlon Leadership Network company or organization (4 weeks mandatory time), the student stipend will extend up to 12 weeks (including internship time) during the spring or summer or up to the maximum award during the school year.
- D. **Maximum Grant**: \$7,400 (including other summer support from internal or external sources).
- a. Stipend for faculty: \$400/week (\$3,200 maximum).
 - b. Stipend for students: \$350/week for either 8 or 12 weeks (\$2,800 maximum or \$4,200 maximum respectively). Student stipends are based on a 30/hour work week expectation for 12 weeks, including a 4-week internship with a Scanlon Network Company. Time cards will not be necessary, however due to overtime restrictions, no other campus employment is allowed during the grant period.
- E. **Project Deliverables**: All awardees will have up to 12 months after the grant period has ended to produce the following:
- a. A presentation of research results at a Frost Research Center Colloquium.
 - b. An abstract of research results to be posted on the Frost Research Center website.
 - c. Submission of abstract to the Scanlon Leadership Network for a potential poster board presentation at annual conference.

- d. A joint publication (both student and faculty as authors) submitted to a peer-reviewed professional journal.
- F. **Purposes for Grants:** Cooperative research involving students in significant research with a faculty member, leading to publication of the results of the research. **Graduating senior students are ineligible. These grants are intended for students in years one through three, because we expect them to give a presentation in the academic year following the completion of the research and to contribute during the academic year to sustaining a research environment.**
- G. **Exclusions:**
 - a. These grants are not intended to support regular preparation for teaching new courses, which is assumed to be a contractual obligation of all faculty.
 - b. Grant awards are contingent upon continued membership in the faculty during the following academic year; therefore, persons who resign from the faculty are ineligible to receive a grant.
- H. **Application Deadlines: December 1, 2009/February 28, 2010**
- I. **Application Process:** To apply, the student/faculty team should first submit a pre-proposal letter of intent (no more than 2 pages) by December 1, 2009 to the Director of the Frost Research Center detailing the following:
 - a. The nature of the project.
 - b. The internship site (if applicable).
 - c. Relevant communications with any community groups/organizations that will be involved in the research project.

Those student/faculty teams selected as applicants for the award will be invited by January 15, 2010 to submit a full proposal, which is due by February 28, 2010. Requirements for the full proposal will be made available to selected applicants at this time.

- J. **Award Reviewers:** Reviewers will consist of the Director of the Frost Research Center, the Dean of Social Sciences at Hope College, a representative from the Scanlon Leadership Network, and two rotating positions held by faculty members from departments located within the social sciences at Hope College. Hope College faculty reviewers will not be eligible to apply for awards while serving on the Award Review Committee.