Leadership Changes

Provost Kim Wilcox, PI of ADPP Project, has been on leave since January 1, 2013 and is stepping down from his position as Provost at MSU on June 30, 2013. A request was approved by NSF to change the PI of the project to Dr. June Youatt, currently the interim Provost at Michigan State (and former Senior Associate Provost). Terrance Curry, Associate Provost and Assistant Vice President for Academic Human Resources and a co-PI on the project is working closely with Dr. Youatt, providing her with an overview of the project and communicating with her about issues that arise related to ADAPP initiatives.

In addition, the Director of the ADAPP project, Dr. Melissa McDaniels, accepted a position as Assistant Dean in the Graduate School starting January 1, 2013. We have hired Julie Rojewski to serve as Director of the ADAPP project from January 1, 2013 until the conclusion of the grant. Dr. McDaniels worked with Julie during December to provide her with an understanding of the ADAPP project and the role of the Director. Dr. McDaniels will retain a 20% appointment on the ADAPP project through May 31, 2013 and then a 10% appointment on the ADAPP grant through the end of the grant to facilitate this transition and to assist with continued institutionalization efforts.

Institutionalization Action Group (IAG) Activities

A decision was made to convene meetings of Deans and FEAs of each college, to participate in a meeting and discuss successes and challenges of the Faculty Excellence Advocate (FEA) positions in each college. Deans and FEAs of three colleges whose work has been the focus of the Advance grant—Engineering, Natural Sciences, and Social Sciences—lead the meetings, as they have the most experience in working with this program. Meetings have been scheduled for February and March, 2013; a summary of the themes of these meetings will be shared in our annual report.

The Institutionalization Action Group (IAG) continues to meet (Provost; Associate Provost, Academic Human Resources; Director, Office for Inclusion and Intercultural Initiatives; Director, University Planning; Deans of Engineering, Natural Science and Social Science) to discuss their support for strategies to institutionalize grant initiatives. These include building and sustaining capacity for our FEAs, and clarifying the role of central administration in supporting college faculty excellence and diversity efforts. Clarifying the relationship between FEAs (which is a college-wide position that works closely with the Dean) and the central reporting offices (to whom many of their reports are addressed and by whom they are held accountable) is an ongoing conversation. The IAG met on September 4, 2012.

Institutionalization Action Working Group

The representatives from the Offices of Academic Human Resources, Inclusion and Intercultural Initiatives and University Planning continue to meet with the Director and co-PIs of ADAPP-ADVANCE on a weekly basis (this group comprises the IAWG, or Institutionalization Action Working Group). This latter group makes recommendations to the IAG about practical considerations of implementing institution-wide policies and programs.
Institutionalizing the FEA position

As reported in previous reports, FEA positions have been appointed in colleges beyond the three grant colleges. As a result, the IAWG has taken the lead in clarifying the institutionalization process for the FEA position, and articulating policies related to their work, including:

- reporting frequency and reporting protocols,
- evaluating FEAs,
- incorporating exit interviews for FEAs stepping down from their positions, and
- clarifying the role of the FEA in reporting college-level diversity reporting metrics.

The IAWG has worked to streamline and institutionalize the process whereby FEAs report their activities by aligning this report with existing reports and meetings, specifically the Biennial College level Diversity Planning Meetings and the Annual College budget and programmatic planning meetings with the Provost and VP for Research. The updated (changes appear highlighted) reporting guidelines are included in Attachment A.

The IAWG began discussing the evaluation and exit interview protocols; a policy is currently being written that would embed these functions in the Office of the Associate Provost for Academic Human Resources. We will report on any decisions made when they have been finalized.

Institutionalizing the Mentoring Policy

In March, 2012, Michigan State University adopted a university-wide mentoring policy. In that sense, mentoring has become institutionalized and reflects a campus-wide commitment to mentoring. We continue to hone college and unit policies to make them as effective as possible, and to ensure that each policy is aligned with best practices, in every unit.

As one example of this process, the College of Social Science FEA recently completed the review of mentor plans from every unit in the College. Through the review process it was found that only two units in the College needed to make significant changes to their mentor plans. The FEA will meet with the two unit Chairs to discuss the deficiencies with their mentor plan and provide the necessary guidance for finalizing their plans. The FEA reported that by the end of this semester, all unit level mentor plans will be finalized and approved in this college.

Faculty Information Tool

At the beginning of December, a two year timeline for the implementation of a pilot instance of Digital Measures’ Activity Insight (AI) system for the College of Agriculture and Natural Resources. This pilot, termed the Academic Profile Project (APP), will develop professional accomplishment profiles of faculty in this College, which already had an instance of this software tool but which was not integrated with the University’s systems of record. The three groups that will develop and help implement this system, the Working Group, the Data Governance Group, and the Advisory Group have been meeting regularly since January 1. The working group has completed process mapping for the three core processes: Building an Activity Profile, Conduct a Faculty Annual Review, and carrying out the Faculty Reappointment, Promotion and Tenure process and are now identifying the data needed for these processes. In addition the Core Leaders of the APP meet weekly to review progress and address critical issues such as recruitment of personnel, coordination with data managers across the campus.
These groups started meeting at the end of October and a project management plan is under development for implementation in 2013. For APP, data from University systems of record will be integrated with AI, and additional data will be ported into the university's enterprise data warehouse to include data not currently maintained. Tools for gathering such data are under development. The intent is to use this pilot as a proof of concept to make a case for a larger initiative that would expand APP to develop profiles for faculty in all colleges in the university.
INCREASE THE RECRUITMENT OF WOMEN FACULTY

Members of the ADAPP-Advance Grant Management Team continue to meet with search committees and distributing faculty search toolkits with representatives of the committee.

The College of Natural Science (CNS) continued to be involved with all searches in their college, and the FEA/Associate Dean reviewed all search committee procedures and interview lists prior to submitting college-level approval.

The College of Engineering (COE) enhanced their search process by creating a “Process Fairness Advocate (PFA).” One individual on each search committee is identified by the Dean and FEA as the PFA; the Dean and FEA then train that individual on best practices and current policy (and provides them with our Toolkit) to guide the search process. That individual is encouraged to speak to the Dean and/or FEA if he or she believes the search is not following policy, at which point the Dean and/or FEA can intervene. After the conclusion of each search, the FEA and Dean meet with each PFA to assess the search experience to make sure there was compliance with policy to foster an inclusive search. In this quarter, the Dean, FEA, and an appointed PFA worked together on searches underway in Civil and Environmental Engineering, Electrical and Computer Engineering.

The College of Social Science (CSS) revised their tenure track hiring authorization policy to incorporate criteria for searches that will attract diverse faculty (see Attachment B).

In addition, the College of Social Science formalized plans to positively impact faculty searches by assigning to each faculty search an Associate Dean, who interviews each candidate brought to campus. During these interviews, candidates are provided with an overview of the College and expectations around research, teaching, and service. Also discussed with each interviewee is the importance of mentoring and a review of the reappointment, promotion and tenure process in the College. The Associate Dean provides feedback on each candidate to the search committee (see Attachment C for sample feedback form).

The College of Social Science FEA has been engaged in several faculty searches underway in CSS (Political Science, Economics, Human Resource and Labor Relations), as well as the Chair search in the Human Development and Family Studies Department. The FEA’s involvement included reviewing the composition of each search committee, evaluating the process/protocol outlined by each committee, reviewing candidates’ lists, attending departmental meetings to clarify processes and protocols to the search committee and in some cases, the entire faculty. All of these efforts were made to provide assistance to ensure that the process was fair, consistent, and equitable for all candidates.

The College of Social Science FEA is serving on the search committee for the Director of the School of Social Work. As a member, the FEA has attended meetings to assist with the search process protocol. She assisted with the review of candidates and participated in screening interviews, reviewed on campus interview protocol, attended presentations and dinners with candidates. The FEA responded to inquiries made by faculty about the search process and led discussions with the search commitment to ensure that issues were addressed and did not interfere with an ethical search process. The FEA held a special meeting with the search committee to address concerns raised by faculty about inappropriate behavior during the process by a faculty member serving in a leadership role. This meeting was conducted to ensure that policies were followed and that behaviors and concerns were addressed, but also with an eye to maintaining the timeline of the search process.
INCREASE THE RETENTION AND ADVANCEMENT OF WOMEN FACULTY

Mentoring

As discussed above (in the Institutionalization section), we continue to dedicate time and resources to solidifying and clarifying the mentoring practices across campus.

The IAWG has asked two departments, Psychology and Social Work, who piloted their mentoring policies, to delve further into evaluating components of their policies. Now that the institution has mandated that each college have an updated mentoring policy, our shift is to evaluating the effectiveness of these policies, and measuring the impact of such policies. These two pilot departments have been asked to share tools and metrics that could be used to evaluate impact. We will share these tools with the wider campus upon completion of their analyses.

The College of Natural Science has realized the need for junior faculty to be educated in best practices around mentoring, and has scheduled a meeting for April, 2013. At this meeting, the Dean and FEA will review policies and practices to empower junior faculty to engage with, and maximize the value of, their mentoring experiences.

Professional and Leadership Development

Our grant management office continues to support luncheons for women faculty members in colleges throughout campus. This quarter we summarized the different models (for example, one Dean hosted his college’s luncheon, while another college opted to exclude the Dean and FEA) used in previous meetings, and shared these in meetings with college-level leaders as they planning for future meetings. Attachment D includes the memo that describes the pros and cons of each different approach. As a reflection of our efforts to institutionalize such activities and in recognition of the high value of these activities for the colleges, funds for these luncheons is shared by the Advance Grant office and the colleges.

The planning for luncheons in each of the three colleges is currently underway: Each college has scheduled their luncheon for the next quarter; reports on these activities will be shared in our forthcoming annual report.

An example of how these luncheons are evolving is to describe the planning underway in the College of Social Science. They solicited input from women across the college, to understand what worked and what is needed to provide continued support for women’s leadership development in the College. For last year’s luncheon, the FEA designed a survey and a leadership contact card. Based on last year’s feedback, plans are underway for this year’s program (see Attachment E). At the request of previous participants, the focus for this year’s luncheon will be on leadership at the professional organization level. The program will include panelist representing the following aspects of professional organization leadership: (1) across ranks—represent different stages of careers; (2) across organization types/roles—disciplinary associations, journal editorial roles and national educational organizations (CIC, ACE, NADOHE, others); and (3) across aspects of the discipline—research and curriculum development. Current list of potential panelist include: Kelly Klump, Nwando Achebe, Julie Winkler, Laura Reese, Merry Morash, Sheryl Kubiak and Paulette Granberry-Russell.
The College of Social Science FEA is currently participating in the newly created Leadership Learning Community (LCC). In a conversation with the Office of Faculty and Organizational Development, the CSS FEA noted that there is not a learning community that would address issues of leadership and leadership growth. There are similar learning communities to support faculty interested in learning more about teaching, for example, but there had not been a group dedicated to expanding leadership opportunities for faculty members. The first meeting was held in February and there will be two more meetings before the end of the academic year.

Leo Kempel (Associate Dean, College of Engineering), organized a workshop for Assistant Professors who are, or are interested in, applying for NSF CAREER Awards. Past winners and NSF reviewers provide advice, encouragement, tips, and strategies to maximize the chance at obtaining one of these prestigious awards. At minimum, it encourages faculty members to hone their grant-writing skills and fosters a spirit of support and collaboration among the faculty members in the College.

Annual Review

DeBrenna Agbényiga (Associate Dean for Graduate Studies & Inclusion and FEA in CSS) worked with the Dean to begin the process of revitalizing the annual review committee. The revitalization is needed partly because the updated by-laws that the Dean’s office received from several units included inclusive and innovative practices in support of the annual review process that the Dean’s staff thought deserved further attention and broader implementation. Using the newly created model from Political Science and the current structure in Psychology, the College has scheduled a meeting this April to review the protocols used in the respective units. This will include a thorough review and understanding of the aspects that are required to be included in unit level review of faculty. By the end of this semester, a task force committee will establish guidelines/policy to assist other units with better annual review practices that will lead to quality annual review letters which provide clear expectations and feedback to faculty.

Reappointment, Promotion, and Tenure

A College of Social Science taskforce completed their work clarifying the function of the external letter in RPT. The committee including Chris Maxwell (Associate Dean for Research) and three department chairs established clear guidelines for obtaining external letters for the reappointment, promotion and tenure process. This information was shared with all CSS Chairs and Directors prior to the request for letters for this year’s process. The success of this process was noted during this year’s reappointment, promotion and tenurer review. The College’s RPT committee stated that this year’s letters were much better than last year’s as they had more appropriate content and came from peer institutions.

The College of Natural Science continues to review and refine their RPT process to foster greater transparency and alignment within the college, and with institutional policy.

The College-level leadership in the College of Social Science continues to be involved in ensuring that all RPT files are reviewed in consistent and transparent ways. Marietta Baba (Dean of the College of Social Science), DeBrenna Agbényiga (Associate Dean for Graduate Studies & Inclusion and FEA), and Chris Maxwell (Associate Dean for Research) together review files prior to the CSS RPT meeting. After the CSS RPT meeting, the college-leadership team met to review the decisions made by the committee and to review their notes on each candidate to ensure compliance with policy and to ensure that they were properly reviewed and that they had the necessary support structures prior to and during the review.
IMPROVE WORKPLACE CLIMATE

To best capture any changes in workplace climate during the grant period, we will again deploy our Work Environment Survey, which was first administered in 2009 (see 2009-2010 ADAPP-Advance Annual Report for detailed information and results). The focus of our work during this quarter has been on refining the survey instrument, which we will launch in April-May, 2013.

The College of Natural Science has sought to make their policies and practices more transparent in the areas of work-life balance by adding a section to their website that covers this topic. A summary of policies for health-related and parental leave has been added to the college web site, and can be found here: http://ns.msu.edu/index.php/faculty/worklife-balance-and-family-resources/.

The FEA in the College of Engineering met with all pre-tenure faculty for a listening session, where the goal was to identify and figure out how remove barriers they faced. Included in this conversation were topics related to recruiting and managing graduate students, connecting with faculty from outside the College to foster inter-disciplinary research efforts, and others.
EXTERNAL COLLABORATIONS & RELATED INITIATIVES

The College of Engineering nominated Laura Dillon, Professor of Electrical and Computer Engineering, to represented the College of Engineering at The White House Tech Inclusion Summit. The summit held discussions on how to ensure that all youth have the opportunity to participate in the technology sector, particularly those from underserved and historically underrepresented communities, including women and girls. Laura Dillon has also been invited to give a presentation at the Big 10 Women’s Workshop 2013 in April. Further information will be provided in the annual report.

FIT Development Group

Members of the FIT Development group are facilitating the institutions involvement with the STAR Metrics and SciENCV projects, projects sponsored by the Federal Demonstration Partnership. The FIT database that is developed at MSU may interface with the SciENCV project when it is rolled out next summer.

Members of the FIT Development Team are coordinating with a set of researchers from the CIC who are using STAR Metrics data to study the economic impact of federal research funding. Two members of that group have met with the two MSU researchers several times and Estelle McGroarty will attend a meeting of this group on March 29 in Chicago. Data available through FIT or SciENCV may be used to augment the STAR Metrics data of these researchers.

Members of the FIT Development Team are assisting in the development and implementation of SciVal Experts and SciVal Funding software. Data from the FIT data warehouse may be used to populate information in the SciVal Experts’ profiles of faculty of faculty expertise.