First Quarter Progress Report for NSF ADVANCE Project at Michigan State University 
Advancing Diversity through Alignment of Policies and Practices (ADAPP) 
Due Date: December 1, 2008

**Significant Accomplishments**

**Hiring of Project Personnel**
During the first quarter of the project key personnel needed to initiate the project were hired. This includes: Melissa McDaniels, the Project Director; Mary Jane Robb, Administrative Assistant; Jan Urban-Lurain, Internal Evaluator, Kelly Ward, the External Evaluator, and Jennifer Sweet, the Data Manager. We will be hiring the programmer in the spring semester when we finalize how the e-portfolio will be developed.

**Identification of the Faculty Excellence Advocates**
We renamed the Faculty Equity Officers, described in the proposal, to be Faculty Excellence Advocates (FEA). We are finalizing negotiations with three senior faculty to serve as FEAs in the three College Dean’s offices, appointed 25% on the project. The FEAs will also fulfill some of the responsibilities of the “change manager” as described in the proposal.

**Engaging the Deans and Chairs**
The Grants Management Team (GMT, co-PIs plus the project manager) met separately with Deans Udpa (Engineering), Kirkpatrick (Natural Science) and Baba (Social Science) to discuss the selection of the FEA and the launching of the project. The Chairs in the three colleges discussed the project with the respective Deans. The PI of the project, Provost Wilcox, met with the three Deans to discuss issues and concerns about launching the initiative, and a meeting of the Deans and FEA with the Faculty Advisory Committee and the GMT is scheduled for January. The GMT is developing notebooks for the Deans and FEAs to include toolkits, guidelines, and materials related to the initiative.

**Selection of a Faculty Advisory Committee**
A total of 15 senior faculty from the three participating colleges were recruited to serve on the Faculty Advisory Committee, including a member of the National Academy and one man from each college. This committee, listed below, will provide input to the GMT in developing a common set of criteria that can be generalized for all units and can be used to define progress in advancing the project goals.

Ann Austin, Professor, Department of Educational Administration
Anne Ferguson, Professor, Department of Anthropology and Co-Director of the Center for Gender in Global Context
Julie Winkler, Professor, Department of Geography
Cheryl Sisk, Professor, Department of Psychology and Director of the Neuroscience Program
Ellen Kossek, Professor, School of Labor and Industrial Relations
S. Marc Breedlove, Rosenberg Professor, Department of Zoology, Department of Psychology, Neuroscience Program
Diane Ebert-May, Professor, Department of Plant Biology
Elizabeth Simmons, Professor of Physics and Astronomy and Dean of the Lyman Briggs College
Katherine Gross, Professor, Department of Plant Biology and Director of the Kellogg Biological Station (CNS/Kellogg)
Pam Fraker, Professor, Department of Biochemistry and Molecular Biology and Department of Food Science and Human Nutrition, Member of the National Academy
Wolfgang Bauer, Professor and Chairperson, Department of Physics and Astronomy
Joan Rose, Professor, Nowlin Endowed Chair of Water Research, Department of Fisheries and Wildlife, Department of Crop and Soil Sciences, Department of Microbiology and Molecular Genetics, Co-Director of the Center for Advancing Microbial Risk Assessment
Christina Chan, Professor, Department of Chemical Engineering and Materials Science, Department of Computer Science and Engineering
Joyce Chai, Associate Professor, Department of Computer Science and Engineering
Eann Patterson, Professor and Chairperson, Department of Mechanical Engineering

**Engaged the Project Support Offices**

The Internal Advisory Committee described in the proposal has been renamed the Project Support Offices and the Director of the Office of Inclusion and Intercultural Initiatives, who is key in providing input on issues of inclusion, is also an ex officio member of the GMT. Directors of the four support offices are engaged in the initial planning of workshops and toolkits for recruitment, promotion and mentoring.

**Identification of offices and conference room for ADAPP**

The ADAPP project has space in rooms 523 – 526 in South Kedzie Hall which includes three offices and a conference room. Computers, telephones and general office equipment are installed. The GMT began to develop a library of resource materials. The Project Director, Administrative Assistant and the Internal Evaluator are located in this office suite. Desk space for a half time graduate assistant has been identified.

**Initiated Communication Plans for the Project**

The awarding of the ADVANCE project was publicized through a press release, and articles in the MSU Bulletin, the University’s Research News publication, and the College of Natural Science magazine. The project initiated a web site- http://www.adapp-advance.msu.edu/ and hired a local firm to assist with the design of the web site and development of a logo and brand. For internal communication within the project and for sharing of documents, we are adopting Microsoft Sharepoint.

**Development of a climate survey**

The GMT systematically evaluated the Status of Women survey instrument and results (previously administered at Michigan State University), and climate surveys used by other ADVANCE projects. It also consulted with researchers experienced in developing and administering climate surveys regarding “key lessons learned.” Based on this evaluation and consultation, our climate survey incorporates major sections from the climate surveys of Rice University, the University of Wisconsin, and the University of Michigan. To address the unique goals of the ADAPP initiative, and based on the GMT’s independent review of the diversity and human resource management literature, our survey also includes items assessing key variables in our conceptual model (e.g., transparency, clarity of expectations). The survey is submitted for IRB approval and will be sent to all tenure stream and non-tenure stream faculty spring semester.

**Areas of difficulty/resistance – Greatest Initial Challenges**

**Development of E-portfolio**

The GMT is challenged with incorporating an electronic employee portfolio as a core component of the project at a time when two colleges are setting up their own systems and the University is developing an electronic human resource management/data system that is integrated with electronic financial management and research administration systems. The ADAPP project will likely play a significant role in defining the parameters of the HR system that is developed but will need a “shadow system” during the first two or three years of the project.

**Aligning processes within jointly administered departments**

A number of departments administered by colleges that are part of this project are jointly administered by colleges that were not initially included in the project. Thus, when a department such as Biochemistry and Molecular Biology develops a set of promotion and tenure goals and evaluation criteria, some of the faculty promotion cases using such structures will have college evaluation processes that are not guided by the ADAPP guidelines. We will address this issue by engaging the deans of these colleges (Human Medicine, Osteopathic Medicine, Veterinary Medicine, Agriculture and Natural Resources, and Lyman Briggs) starting in the spring of 2009. The Provost’s Office has committed the resources to appoint FEA personnel in these five colleges.

**Development of Training Programs for FEAs**
We are beginning to map out the processes of providing the FEAs in the college offices with training and background materials to help departments develop unit goals and evaluation criteria and to help them guide units in implementing and aligning these goals and criteria during the recruitment, annual review and promotion processes.

Initiating the project while initiating the grant
There was significant anticipation and buy-in on the part of the Deans of the participating colleges and a desire to “getting started” quickly. Yet we needed to hire personnel, set up offices, and define the task forces for the GMT. We have cultivated this energy while moving forward deliberately and in a well-planned way.

Focus of the project
This project proposes to advance diversity by leading with a focus on structure and not on climate. This is unique approach to be applied to an academic community. We need to indicate how this strategic human resource management approach is grounded in research and will impact climate.

Best Ideas yet

Revised Change Management Process
As we considered the most effective way to establish changes in the recruitment and advancement practices and policies, it was apparent that highly respected senior faculty would serve as better agents in promoting these changes than the proposed change manager. Thus, we recruited very highly respected faculty to serve as Faculty Excellence Advocates (FEAs) and help promote changes in policies and processes within the colleges. The FEA title was also seen as more pro-active and 21st century than “equity officer”.

Clear and Precise Definition of ADAPP Goals
We use the following to define the goals of the project: improving quality, inclusivity, consistency, objectivity, alignment and transparency in the processes of recruitment and advancement of faculty at MSU. Our plan is to use this as the tag line for our project, especially in our communications about ADAPP.

Development of a Calendar for all ADVANCE programs
The ADAPP project at MSU proposes to provide a service initially to all ADVANCE related projects, and ultimately to all institutions seeking programs on inclusivity and advancing diversity by developing a calendar of ADVANCE-related programs and other programs, workshops, training, and activities of interest to ADVANCE initiatives. Each would be linked to appropriate web site for further information.

Project evaluation

Benchmark of present practices and processes
The Internal Evaluator and the GMT are developing surveys and interviews of Promotion and Tenure Committees from two departments in each of the three colleges to determine current practice. Similarly, inventories and structured interviews of two faculty search committees from two departments in each of the three colleges are being developed as benchmarks. The college FEAs will be engaged in this process early spring semester.

Developing Climate Survey
As noted above, we are finalizing a climate survey to be sent out to all fixed term and tenure stream faculty across the campus. We purchased a web-based software tool to distribute the survey and analyze the results.

Developing a Survey of Current Practices of Faculty Mentoring and Annual Faculty Reviews
The internal evaluator, along with the GMT, is developing a survey of current mentoring practices and the practices used for annual faculty evaluation in each of the departments in the three participating...
colleges. The survey will be distributed by the FEAs to the Department Chairs to determine current practices.

Role of the Internal Evaluator
The internal evaluator is an ex officio member of the GMT and will provide input to the development of workshops and toolkits to include an evaluation component.

Engaging the External Evaluation
The Project Director has met with Dr. Ward and discussed her role by phone. Dr. Ward will visit campus and conduct interviews of Deans, chairs, and the GMT in February.

Personnel update

Modification of Change Manager Role
Instead of hiring a Change Manager, as originally proposed, the GMT decided to decentralize this role and distribute the responsibilities to the three Faculty Excellence Advocates in the participating colleges.

Additions to the Project Team
The Grant Management Team (project team) includes the co-PIs of the project, the Project Director and Karen Klomprens, Dean of the Graduate School (serving as a representative of the Provost). Ex Officio members include the Internal Evaluator, Jan Urban-Lurain and the Director of the Office of Inclusion and Intercultural Initiatives, Paulette Granberry-Russell.