Second Quarter Progress Report – NSF ADVANCE at Michigan State University
Advancing Diversity through the Alignment of Policies and Practices (ADAPP)
March 15, 2009

Significant Accomplishments

• Developed and organized project work teams
  o Based on input from a January retreat and with guidance from the external evaluator’s site visit, we created a new work group structure that focuses on project implementation. The six project teams are:
    ▪ Faculty Search
    ▪ Annual Review
    ▪ Reappointment, Promotion and Tenure
    ▪ Mentoring
    ▪ Women’s Leadership
    ▪ Climate/Culture
  o Each team is led by a co-PI and is comprised of faculty members from across the three participating colleges, including members of the faculty advisory committee, and directors of the project support offices1:
    ▪ Faculty Search: Mark Roehling (lead), Paulette Granberry Russell (I3)
    ▪ Annual Review: Estelle McGroarty (Lead), Tammy Reid Bush (co-lead), Cheryl Sisk (CSS), Joyce Chai (COE), Laura Dillon (COE).
    ▪ RP&T: Estelle McGroarty (lead), Terry Curry (co-lead), Anne Ferguson (CSS), Diane Ebert-May (CNS), Chris Chan (COE), Neal Schmitt (CSS)
    ▪ Mentoring: Clare Luz (lead), Paulette Granberry-Russell (Office of Inclusion and Intercultural Initiatives, co-lead), Deb DeZure (Office of Faculty Development), Elizabeth Simmons (CNS), Cynthia Jordan (CSS)
    ▪ Women’s Leadership: Tammy Reid Bush (lead), Karen Klopmares (co-lead, Provost’s Representative), Kay Gross (CNS), Cindy Jordan (CSS), Ellen Kossek (CSS), Pat Lowrie (Director, Women’s Center), Deb DeZure (Director, Faculty & Organizational Development)
    ▪ Climate/Culture: Mark Roehling (lead), Ellen Kossek (CSS), Julie Winkler (CSS), Eann Patterson (COE)
  o Each of these work teams present project reports (on a rotating basis) to the rest of the grant management team during weekly meetings. These reports will contain information on each project’s:
    ▪ goals and objectives
    ▪ assessment plan (including plan for benchmark development)
    ▪ timeline
    ▪ outputs (materials like tool kits, workshops, and other resources)
    ▪ connections to the electronic portfolio
    ▪ collaboration with faculty excellence advocates (FEAs)
    ▪ collaboration with faculty advisory committee (FAC) members
  o Work team accomplishments to date:

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1 CNS = College of Natural Science; CSS = College of Social Science; COE = College of Engineering; Office of Inclusion and Intercultural Initiatives (I3); Office of Faculty & Organizational Development (FOD); Women’s Center (WC); Family Resource Center (FRC);
- Members for each team were recruited by the lead co-PI
- Initial team reports (format above) have been submitted to the grants management team
- **Faculty Search**: Data collected from two pilot search committees in each of the three participating colleges. Initial data analysis has been completed.
- **Annual Review**: Inventory of current practice has been developed to be distributed to all chairs in March 2009
- **Reappointment, Promotion and Tenure**: Inventory completed and will be distributed to chairs of two pilot RP&T committees (in each college) in March 2009
- **Mentoring**: Inventory of current practice has been developed to be distributed to all chairs in March 2009
- **Women’s Leadership**: Currently working to identify “gaps” in leadership development offerings at MSU. Collecting baseline data on present leadership development programs and the participation by women in STEM disciplines in these programs.

- **Established ADAPP Coordination Team (ACT)**
  - To help connect activities across the workgroups and with the FEAs, two co-PIs & the Provost’s (PI) representative began meeting once a week for one hour to discuss operational and coordination issues.

- **Submitted the following items to NSF-ADVANCE**
  - Project Timeline (January)
  - Dissemination Plan (February)
  - Evaluation Plan (February)

- **Convened a retreat in early January for all on-campus stakeholders**
  - Held a half-day retreat on MSU’s campus to provide all participants with an overview of the project, including the vision and strategies to be used in accomplishing the vision.
    - Participants carried out a logic model analysis discussing the inputs, outputs, and outcomes/expected impacts for each of the projects.
    - Participants addressed specific issues about the roles of the various project participants, resources available, refinement and implementation of the communication plan, and next steps
  - Attended by: co-PIs (6, including the Provost), Project Director, internal evaluator, project support office directors (4), Faculty Advisory Committee members (11), Faculty Excellence Advocates (3), Faculty Excellence Advocate team members (3), deans of participating colleges (3). TOTAL = 32

- **Continued to implement communication plan**
  - Adopted new ADAPP-ADVANCE logo (on mission statement, attached)
  - Finalized project mission statement for distribution and posting (attached)
  - Provost Kim Wilcox (PI) is holding three town hall meetings at different campus locations throughout the spring semester to talk about ADAPP/ADVANCE. The first of three was held in the College of Engineering on February 25th.
  - Designer developed new look for web page.
  - Contracted designer for media kit.
• **Finalized Work Life Survey**
  o Sought feedback from Provost & Faculty Advisory Committee Members about content and length
  o Contracted with MSU’s Institute for Public Policy and Social Research to deploy our survey to 5,000 fixed term and tenure stream faculty. Provost Kim Wilcox (grant PI) requested that the survey be expanded to include fixed term faculty. Survey will be deployed in March 2009.

• **Continued communication with key ADAPP partners**
  o **Faculty Excellence Advocates** attended 2 meetings with the ADAPP Coordination Team (ACT) to discuss: data collection & e-Portfolio use. They also attended a March 3 meeting with the GMT and the deans to discuss next steps with ADAPP.
  o **Deans** attended a meeting on March 3 with the GMT and the FEAs to discuss next steps with ADAPP.
  o **Faculty Advisory Committee** members gathered for their first meeting on December 5, 2008. Binders with ADAPP informational materials were distributed.
  o **Project Support Office**
    - The Directors of the Family Resource Center, the Women’s Center, and Faculty and Organizational Development attended one of ADAPP’s weekly Grants Management Team meetings

• **Data / e-Portfolio**
  o Identified the data required for annual report to NSF that MSU collects centrally.
  o Identified the data required for annual report to NSF that MSU does not currently report centrally. FEAs working in individual colleges to gather data on space and start-up packages.
  o Pilot e-Portfolio (annual review) successfully implemented in College of Engineering. FEAs and deans in the Colleges of Social Science and Natural Science are reviewing this program for adoption in their units.

• **Developed collaborations with other programmatic efforts on campus**
  o ADAPP-ADVANCE has committed to supporting MSU’s application (by the Graduate School) for the Innovative through Institutional Integration (I3) grant through NSF.
  o MSU is adopting a new system (SAP) to track HR, financial and grant data. ADAPP representatives have met with this group to consider the academic human resource information that will be collected by the new system.

• **External Advisory Board**
  o The following individuals have accepted the Provost’s invitation to serve on ADAPP’s external advisory board:
    - John Malanowski, Ratheon Corporation
    - Mary Deane Sorcinelli, University of Massachusetts-Amherst
    - Abigail Stewart, University of Michigan (and U of M ADVANCE PI)
    - Shirley Malcolm, American Association for the Advancement of Science
  o The following individuals have been invited to serve and have yet to respond:
    - Lisa Frehill, Professionals in Science and Technology
    - Susan Avery, Woods Hole Oceanographic Institute
The External Advisory Committee will have a virtual meeting with the Provost sometime late spring or summer.

Outlined the role of the External Board of Advisors

Areas of Difficulty/Resistance

- Rhetoric around the project (culture vs. structure)
- Development of a resource to connect workgroup goals and activities to formative and summative evaluation
- Develop approaches to maximize faculty responses to the Work Life survey
- Providing FEAs guidance, training and resources regarding:
  - bias in academic HR processes
  - implementation of best practices – serving as change agents

Best Ideas Yet

- Organizing Project Workgroups to develop, implement and evaluate impact of best practices for academic human resource processes.
- Resource developed for each workgroup project that connects the groups goals with its activities, products and its formative and summative evaluations

Project Evaluation

- **Hosted a visit from our external evaluator**
  - Our project’s external evaluator, Dr. Kelly Ward, came to campus on February 4 for a 2.5 day visit to discuss the status of ADAPP’s evaluation plan.
  - She met with key individuals involved in the project (Provost, Deans, co-PIs).
- Submitted evaluation plan in February
- **Developed and refined several formative evaluation tools**
  - Refined the work life survey
  - Implemented an Inventory of current faculty search processes in 6 pilot departments. Developing follow-up interview tool
  - Refining an inventory of current departmental reappointment, promotion and tenure processes in 6 pilot departments.
  - Refining an inventory of current departmental mentoring, annual review and leadership development processes for all departments. This inventory will include input on the adoption of the e-portfolio by units in CNS and CSS for the annual review process

Personnel Update

- Solicited candidates for 2009-2010 GA position with ADAPP.
- Hired engineering student to put annual review/mentoring inventory on-line.
MISSION STATEMENT

Michigan State University has undertaken a bold new initiative titled Advancing Diversity through the Alignment of Policies and Practices (ADAPP), which is funded by a $3.9 million dollar National Science Foundation (NSF) ADVANCE Program Institutional Transformation award. A central goal of NSF is to strengthen the scientific workforce through increased inclusion of women in science, technology, engineering and mathematics (STEM). ADAPP expands on this goal since its focus on women in the STEM disciplines is rooted in strategies designed to attract, retain and promote the highest quality faculty possible across all disciplines. It will be implemented initially in the Colleges of Engineering, Social Science and Natural Science and eventually infused throughout the University.

Specifically, ADAPP addresses policies and procedures related to 1) tenure and promotion, 2) the annual review process, 3) new faculty recruitment/search processes, 4) faculty leadership development, and 5) mentoring. Research has shown that by developing objective, transparent criteria and practices in these five areas and consistently applying them across individuals and units, potential bias, both intentional and unintentional, is reduced. In addition, ADAPP institutes Faculty Excellence Advocates (FEA) who will assist with successfully implementing best practices, and a University electronic portfolio system that will serve as a central repository for information on faculty accomplishments and will provide clarity, transparency and accountability to policies, and practices. Faculty benefits from such a system will also include the ability to enter data just once and automatically generate multiple university forms related to review and advancement.

The ADAPP strategies will ultimately promote MSU’s core values of quality and inclusion. These strategies will enhance the opportunity for all faculty to thrive within a rich, intellectually stimulating and supportive community in which expectations are clear, there is equitable access to resources, and achievement is fostered and rewarded. Embracing a full range of experiences and viewpoints challenges us to grow and to think differently and sustains a vibrant and competitive learning, research, and work environment. This will be achieved in part by increasing the number of, and diversity among, women who are hired, retained and advanced. Recognizing and increasing diversity among faculty and women improves the quality of the whole institution.