INITIATIVE-WIDE ACCOMPLISHMENTS

- Prepared for the National Science Foundation’s 3rd year site visit by engaging in the following activities:
  - Hosted a two-day Grant Management Team (GMT) retreat FEBRUARY 10TH AND 11TH facilitated by our evaluation team, Ohio’s Evaluation & Assessment Center for Mathematics and Science Education. In addition to advising project groups on evaluation/assessment and negotiating the details of ongoing projects, the evaluator team guided GMT discussions regarding ongoing challenges of the ADAPP-ADVANCE project. As a result of this retreat, the GMT was able to:
    - Substantively and collectively reflect on ADAPP-ADVANCE project to date. Discussion of the Evaluation Report submitted in June 2010 and the assessment tool completed just prior to the retreat helped set the stage for planning the site visit.
    - Revised previous logic model to accommodate for contemporary understanding of how ADAPP-ADVANCE initiatives contribute to sustainability and achievement of institutional goals.
    - Generated a new tool for visualizing Michigan State University’s approach to institutional transformation.
  - Identified core accomplishments of ADAPP-ADVANCE since its initiation in September 2008.
  - Identified critical issues and challenges ADAPP-ADVANCE faces in moving forward.
  - Coordinated site visit logistics.
- Continued efforts to institute university-wide FEA Consortium. FEAs met on December 16, 2010. Agenda included 1) mentoring policy & expectation of FEAs, 2) Implementation Process, 3) MSU Mentor Resource Center, 4) Next Steps – upcoming meeting with Dr. Mary Deane Sorcinelli.
- January 10, 2011 FEA Consortium meeting, in which Dr. Sorcinelli presented information on building an effective mentoring network. This meeting included FEAs as well as participants in each college individually invited by FEAs. Slides of presentation are posted on the ADAPP website resources provided by Dr. Sorcinelli.
were also posted on the ADAPP web site (http://www.adapp-advance.msu.edu/mary-deane-sorcinelli-mutual-mentoring).

- During Dr. Sorcinelli’s visit (January 10 - 11, 2011) she met with the Deans/FEAs in ADAPP colleges.

- Re-configured Faculty Advisory Committee (FAC). To revitalize and diversify the FAC, ADAPP-ADVANCE invited faculty of varied racial and ethnic background, university rank, and academic discipline to participate. Consistent with the originally conceptualized purpose of the FAC, functioning of this committee is entirely faculty facilitated and managed. The first meeting of the newly configured FAC is scheduled for March 4, 2011 with the goal of engaging in discourse on the new mentoring policy and providing feedback concerning its implementation.

- Dissemination:
  - As part of the Women and Minorities in Science Lecture Series hosted by the National Superconducting Cyclotron Laboratory (NSCL), project PI and Provost Kim Wilcox discussed the purpose of the ADAPP-ADVANCE initiative at MSU in a presentation entitled, ADVANCE-ing Women in the Sciences through ADAPP. Co-PI’s presented on specific, ongoing projects at ADAPP-ADVANCE and continued to answer audience questions during the reception following the presentation.
  
  - The first edition of ADAPP-ADVANCE Newsletter (issue 1, January-March, 2011) was emailed to all tenure-stream faculty and posted on the ADAPP-ADVANCE website on January 4, 2011. In addition to advertising upcoming ADAPP-ADVANCE events, this first issue highlighted a) the impact MSU is making in the colleges, b) the FEAs of each MSU college, and c) the new Annual Performance Review (AN) and (RP&T) toolkits.
  
  - On January 10, 2011, ADAPP-ADVANCE distributed paper copies of Annual Performance Review and Reappointment, Promotion, and Tenure toolkits to every tenure-system faculty member at MSU (+1950). The toolkits were developed to help ensure that the processes, roles, and general expectations are transparent and consistently available to faculty across MSU. They also provide summaries of university policies (but do not replace these policies) and best practices for faculty and administrators. Online versions of the toolkits and checklists were also made available on the ADAPP-ADVANCE website.
  
  - At the request of the Department of Anthropology chair Jodi O’Gorman, Deborah DeZure (Assistant Provost and Director of the Office of Faculty and Organizational Development) presented a talk entitled, Designing Effective Mentoring Programs, to the Anthropology Department (2/21/11). In addition to discussing the new university-wide mentoring policy and presenting various mentoring models, Dr. DeZure referenced the Annual Review and
RP&T toolkits recently distributed by ADAPP-ADVANCE to all tenure-stream faculty at MSU.

- As part of the DelPHE Iraq Grant (funded by the British Council) in which MSU is providing training in how to do faculty development for two Iraqi Universities --U-Baghdad and U-Duhok, we mailed them the ADVANCE toolkits as models.

- On February 23, 2011 Estelle McGroarty (lead co-PI) gave a presentation on the progress and potential challenges of MSU’s ADAPP-ADVANCE project to the ADVANCE-Purdue leadership team.

- External Advisory Board Meeting was held via conference call on 2/28/11. Provost Wilcox (PI), Estelle McGroarty (lead co-PI), Terry Curry (co-PI) and Karen Klomparens (GMT member & Dean of The Graduate School) discussed with the board members the accomplishments of the project to date and the challenges ahead.

- Restructured the ADAPP web site to highlight the availability of resources on: the faculty search and hiring processes; mentoring; the annual review process; the processes and policies related to reappointment, promotion and tenure, and leadership development programs and best practices for different audiences:
  - Faculty and External Advisory committees
  - Faculty Excellence Advocates
  - Faculty
  - Administrators

**COLLEGE-BASED ACCOMPLISHMENTS**

**College of Social Science**

- The Dean held individual meetings with three chairs and directors to discuss mentoring pilots: Dr. Juli Wade, Dr. Gary Anderson, and Dr. Ric Hula.

- Robert Caldwell, DeBrenna Agbenyiga, and Dean Marietta Baba met with the Chair of Psychology (Juli Wade) and the Director of Social Work (Gary Anderson) to develop pilot mentoring programs in these two units.

- Dr. Juli Wade and Dr. Gary Anderson wrote proposals for mentoring pilots and sent them to the Dean and ADAPP College team for review.

- Dean Marietta Baba discussed funding for the assessment component of the pilots with Terry Curry. The concept was approved.

- The Dean's office scheduled a meeting for everyone involved in the mentoring pilots in the college, to be held the week of March 7, 2011.
- Robert Caldwell, Mark Roehling, and Pam Gray met with the chair of the Sociology search committee (Steve Gold) to go over the tool kit on faculty searches.

- Pam Gray offered to develop a checklist for search committees that merge the ADAPP checklist with CSS procedures and policies.

- The FEA group (Robert Caldwell, Dean Marietta Baba, Assistant Dean DeBrenna Agbenyiga, and Chief of Staff Pam Gray) met with Mary Deane Sorcinelli about evaluation options for mentoring programs.

- DeBrenna Agbenyiga prepared a Mentor program resource binder that was shared with the FEA team and Drs. Gary Anderson and Juli Wade. The binder includes various aspects of mentor program design, research data on successful mentor programs, and mentor programs for various populations/disciplinary groups.

**College of Engineering**

- Assisted the ADAPP personnel to make College of Engineering target groups aware of various seminars and workshops.

- Arranged for Chairs and select faculty members to discuss faculty mentoring with Dr. Mary Deane Sorcinelli of UMASS-Amherst. We are exploring ways to collaborate with Dr. Sorcinelli in order to implement some of their best practices in our college.

- The first test of our new web-based system for preparation and reporting of RP&T documents was carried out in the 2010-11 RP&T cycle for four of the RP&T cases. The new system is expected to bring more consistency to our tenure and promotion evaluation process. The early input from our College Rating Committee has been very positive. Further improvements will be implemented in the coming months, with the expectation that the new system will be used for all RP&T cases in our college from now on.

**College of Natural Science**

- There are several searches going on in CNS this year. The primary activities of the FEA, Dr. Conrad, this quarter have involved continuing to interact with the departments and search committees involved. This has included making them aware of the recommendations for conducting a faculty search that were developed by the ADAPP-ADVANCE team, and providing the draft faculty search toolkit once it was available. Specific searches and interactions included the following:

  - External Searches (all for tenure-track or tenured positions).
    - Department of Mathematics: Dr. Conrad met with chair of search committee at the beginning of the search. As the search progressed, Dr. Conrad, Dean Kirkpatrick and Associate Dean Chivukula met with the search committee chair, the chairperson of the department, and the chairperson of the
departmental advisory committee to discuss the final list of candidates.

- Department of Statistics: Dr. Conrad, Dean Kirkpatrick and Associate Dean Chivukula met with the chairperson of department and the chairperson of the search committee to discuss the final list of candidates.

- Departments of Chemistry and Physics (joint search for multiple positions): Dr. Conrad met with co-chairs of search committee, and reviewed the final list of candidates.

- Plant Research Lab: Dr. Conrad met with chairperson of search committee.

- Science/Math Education: Dr. Conrad met with the search committee.

- College of Natural Science/College of Education: Search for a director of a new Institute for Research in Math/Science Education. Dr. Conrad and Dr. Roehling met with the search committee.

- Internal Searches

  - Director of Neuroscience Program: Dr. Conrad met with search committee.

  - Director of Integrative Studies Program: Dr. Conrad met with chair of search committee.

- In addition to working with specific search committees, several new policies related to faculty searches have been developed and implemented in CNS, including the following:

  - Along with the position description and list of search committee members, departments are required to submit descriptions of the criteria and the process(es) that will be used to evaluate candidates before the search is formally approved. This information will be reviewed by Dr. Conrad and Dean Kirkpatrick.

  - A template that will be used for all offer letters has been developed, and is included as an attachment to this document (Appendix II). The offer letter includes a description of the anticipated duties for the position, and will be signed by both the Dean and the appropriate chair/director. It was developed in order to make the expectations for the position clear, and to insure that they are consistent with those that will be used in annual review and RP&T processes.
PROJECT-BASED ACCOMPLISHMENTS

Faculty Search

- Finalized the Search Toolkit and readied the document for printing. College-based search activity (see college reports above).

Mentoring

- The University policy requiring that Colleges have a mentoring policy was approved by academic governance and the provost. Discussion on how colleges will implement this policy was discussed at the two FEA consortium meetings this quarter.

- A letter was sent to all deans, directors, chairs and tenure system faculty regarding new mentor policy

- An online and hard copy version of a Mentoring Toolkit is under development and the first edition will be published this spring.

- A web based resource center is under development, and many of the resources will be linked to the ADAPP website (see: http://www.adapp-advance.msu.edu/project/faculty-mentoring).

- Initial meetings held with Terry Curry, the Office of Faculty and Organizational Development, and the Office of Inclusion and Intercultural Initiatives on coordination and development of University mentoring resources to support colleges and units as they initiate and enhance mentoring programs, and to develop an institution-based sustainability plan.

- Met with the Director of the School of Social Work on ways in which ADAPP can assist the school as they build on their existing formal mentor program to address diversity

- Met with the College of Agriculture and Natural Resources FEA to discuss initiation of a college-wide mentor program

- The ADAPP mentor workgroup is providing consulting services to units as they develop mentoring programs.

- As noted above, Mary Deane Sorcinelli visited MSU Jan 10-11 to provide guidance to Deans and FEAs on developing mentoring programs.
Leadership

- Workshops:
  - Presentation by Barbara Butterfield and Jane Tucker, Pathways to Success, on How to Make Your Disciplinary Society Work for You, Jan 27, 2011. T. Bush and K. Kloppe in helped with the development of the workshop and training materials. Topics included:
    - How to get involved in a society or professional organization and how to be involved at an appropriate level;
    - How to present yourself in a memorable fashion so you stand out to the “power players”;
    - How to conduct an elevator pitch at your conference;
    - Scenario assessment and how to respond effectively.

- Developed Women’s Leadership Tip Sheets (see: http://www.adapp.advance.msu.edu/resource/womens-leadership-tip-sheets)

- National Superconducting Cyclotron Laboratory, Women and Minorities in Science Lecture Series. Kim Wilcox and all Co-PI’s participated in a panel discussing goals and progress of ADAPP. Audience was approximately 100 faculty, graduate students and post-docs. Initial contact for this event was established through Women’s Leadership Group

- Building a Community of Women Leaders. A luncheon for women in the College of Social Science is being planned for April 25th. Arrangements are being made through communication with Dean Marietta Baba, and Assistant Dean DeBrenna Agbenyiga.

FIT—Faculty Evaluation Tool

- Rochele Cotter (member of FIT development team) gave presentation on FIT to the Administrative Data Users Community (ADUC) on 12/6/10.

- Worked with the FIT development team to draft a RFI (request for information) for a software product that could serve as a source of certain data that would be entered into the University’s Enterprise Data Warehouse (EDW). Met with personnel in the Purchasing Department on 2/15 to discuss the RFI and its distribution to software vendors. Distributed in Mid – February

- Worked with the Associate Provost for Libraries, Computing and Technology and the Office of Planning and Budgets Director to define the administrative “Home” of FIT. Decision that the Office of Planning and Budgets (OPB) would administer FIT
with oversight by the Director of the Office of Enterprise Information Stewardship (EIS).

- On January 10, Estelle McGroarty met with OPB and EIS personnel to clarify issues on oversight of FIT.

- On January 28, Estelle McGroarty met with members of the HR enterprise business systems data stewards to define what data needed for FIT reporting would be available in the new systems that were just adopted by the university.

- February 7 meeting of Estelle McGroarty with Terry Curry was held to consider how the Office of Academic Human Resources would interface with OPB in the oversight of FIT in its use for AHR processes.

- February 14 meeting of Associate Provost for AHR and the Director of OPB to discuss interaction of AHR with OPB in refining the scope of FIT. At that meeting we discussed the updated FIT Talking points and a graphical representation of FIT – what it is and what it may do. (See Appendix I)

- Member of FIT development team developed a graphical representation to indicate the interactions of the FIT reporting to other data sets in various University Data Systems (see Appendix I).

- Meeting of senior leadership of the University to include the Director of Contract and Grants, the Director of the Enterprise Business Systems Project, the Director of Enterprise Information Stewardship, the Vice President for Research and Graduate Studies, the Director and Associate Director of the Office of Budgets and Planning, the Vice Provost for Libraries, Computing and Technology, the Associate Director of the Office of Academic Human Resource with Estelle McGroarty on February 28 to discuss next steps in developing FIT. Agenda items:
  
  - Overview of data elements to be accessible for FIT reporting tools (from the RFI).
  - Definition of data elements in that list already collected by other university systems, stored in the EDW.
  - Data elements not in EDW that could be provided by a commercial software product.
  - Approach for prioritizing the residual data elements.
  - Resources needed to capture the residual data and to develop FIT reporting tools.
  - Timeline for capturing residuals and development of reporting tools.
  - Policy Hot spots
    - Decision-making process for selection, purchase and installation of commercial software (Collexis, Thomson Reuters - Web of Knowledge)
- Decision-making steps for purchase and installation of other related software products (VIVO, Academic Analytics).
- Issues of access to data collected using commercial software product; collected by input from faculty.
- Use of FIT reports – build into required AHR processes?

**Annual Review and RP&T**

- Disseminated RP&T and Annual Review Toolkits university-wide – sent a hard copy to every tenure stream faculty member.
- Distributed toolkits to ADVANCE-Purdue leadership team

**CHALLENGES FOR THE ADAPP-ADVANCE INITIATIVE**

- Redefining the role of the FEA in a way that provides the faculty in these positions with the responsibility and authority to carry their roles.

- Beginning to define data sets that the university will continue to collect after the grant has terminated and work with the appropriate offices to take on the responsibilities of collecting these data.

- Begin to define the programmatic activities that will continue and to work with the appropriate offices to begin to take on those activities.

**BEST IDEA YET**

- University mentoring policy instituted in January 2011

- Develop a policy/best practice inventory regarding Faculty Search and Hiring, AR, RP&T, Mentoring and Leadership Development in the three ADAPP Colleges and their departments. This will be carried out as a joint effort between the ADAPP personnel, (primarily the FEAs) with the Ohio Evaluation and Assessment Center for Mathematics and Science Education. This inventory will help to define the gaps and lack of alignment of policies and practices – both vertical and horizontal alignment.
Appendix I

FIT Talking Points February 14, 2011

1. FIT is more than a reporting tool, it is also an information collection/documentation tool that pulls in information from existing data sources. This permits easier review of institutional practices and policies as well as managing academic careers.
2. There are multiple applications in play that contribute to staff portfolios
3. This is a complex project that will require the following types of resources: Programmers, functional, data and system analysts, project management information and technical architects and potential system users from departmental staff who will be managing the work flow.
4. The steering and development teams need to be representative of the breadth of the user community, and specific actions must be taken to ensure collaboration occurs between all of the aspects of the project.
5. In order to meet scheduled completion dates, phase 1 of the project should be limited to tenured and fixed term faculty and phase 2 will include the remainder of MSU employees.

Comments

To sort out what we mean by “FIT” and whether it is a reporting portfolio, an application, or what, these documents need to be more explicit about the various pieces and how they relate to each other. We have the following pieces to address:

A  Systems of record
   1  Existing systems of record
   2  Needed, new systems of record
B  Source databases associated with each system of record
   1  Existing source databases associated with existing systems of record
   2  Needed, new databases associated with new systems of record
C  Workflows that get the data into, and maintain the data within, each system of record
   1  Existing workflows associated with existing systems of record
   2  Needed, new workflows associated with new systems of record
D  MSUEDW and MSU RP&T (if this is the correct name), where data are pulled from source databases associated with systems of record and compiled into forms useful for reporting and sharing among systems of record and workflows
E  Cognos BI, which may be used to build a portfolio of reports to provide views of the data in MSU- EDW and MSU RP&T that are needed by end users to do their work

The FIT project addresses all of these elements, or could potentially address all elements.

It is strongly recommend that we not build anything that consists of a combination of data intake and maintenance workflows, database management and reporting tools all in one “application”. This is how we built things in the past, and the approach is not flexible or
modular enough to permit ready changes along the way. I would recommend that, from the list above, A+B+C combinations make sense, but D and E things should be kept separate from them.

We will need to buy or build new applications to fill the gaps we have presently; e.g., Collexis for gathering citation index, grant and other performance data; a CV manager to gather and maintain CV data; something to gather and record start-up package data, and track when and how it is used; etc. We’ll need to build new tables in MSUEDW and MSURP&T to support reporting. We’ll need to build report portfolios in Cognos BI. Each of these pieces could be a part of a “FIT project”, but I don’t think they should all become pieces of a “FIT application”.

Applications and Databases Contributing to Faculty Information Tool (FIT)

Faculty Information Tool (FIT)

Applications & Databases Associated with FIT

Academic Analytics

Kuali Cores Research Admin

Contracts & Grants

Outreach & Engagement Measurement Inc (OEM)

MSUEDW

- SAP
- REA
- Peoples Admin
- FAMS

Non-Credit Enrollment

Collexis

CIFMS

GradInfo

Student Information System (SIS)

Faculty & Staff

Professional Accomplishments

Reports

Departments

Online updates

Work Flow

- Transparent
- Consistent

Hiring Process

Evaluations

Promotions

CV Production

Productivity Measures

Hiring Package

Salary

Space

Course load

- Publications
- Grants
- Business Connect (Research and other collaboration)
Appendix II
CNS Draft Letter of Offer

WE NEED TO BE SURE TO KNOW TO SUBSTITUTE DIRECTOR FOR CHAIR AND PROGRAM FOR DEPARTMENT AS NEEDED.

DATE
ADDRESS

Dear Dr. XX,

It is our great pleasure to recommend your tenure track/tenured XXXX professor position in the department(s) of XXXX in the College of Natural Science at Michigan State University effective DATE. [POSSIBLE SENTENCE ABOUT LATER START DATE] We are excited about the prospect of having you as a colleague, and we very much hope you will accept this offer to join the MSU faculty. We describe the terms of this offer below and in the attachment. We would appreciate your response by DATE, indicating your acceptance of this position. You may initially respond via email to both of us and then follow up by immediately returning a signed copy of this letter to the college office (see page 4). With your acceptance, we will finalize your appointment. Final approval of your appointment rests with the Provost, the President, and the Board of Trustees, but we do not expect any difficulty in this process.

SALARY, BENEFITS, AND APPOINTMENT BASIS

Your appointment will be on an academic year (nine month) basis with the salary paid in ten monthly installments on the last working day of each month during the academic year duty period (August 16 – May 15). The salary for the initial academic year will be $_____. Following the initial year, annual merit based salary adjustments are normally effective on the first day of October. Faculty members appointed on an academic year basis are to be available for university duties from August 16 through May 15.
This is a regular tenure system position, and your initial appointment is for a four-year term. In the normal situation, assistant professors are reviewed for reappointment during the third year. If this review is positive, they are normally reappointed to an additional three-year period. In the second year of the latter appointment, a decision must be made whether or not to recommend promotion to associate professor with tenure. In the normal situation, you will be reviewed for reappointment during the XXXX-XXXX academic year and, assuming that review is positive, for tenure and promotion to associate professor in the XXXX-XXXX academic year. A more complete description of the appointment, reappointment, promotion and tenure process is in the tenure system policies section of the MSU Faculty Handbook and in the CNS Reappointment, Promotion and Tenure Guidelines (see web addresses on page 4). We urge you to read these documents carefully.

**Note for Alternative Ranks:**

- Full Professor – appointment is with tenure.
- Associate Professor without tenure: initial appointment will be for one four-year probationary period. *(NOTE: With prior approval, the probationary period may vary from two to five years. In unusual cases, with prior approval, the initial appointment as Associate Professor may be with tenure.)*

**START-UP FUNDS AND MOVING EXPENSES**

To support your success as a faculty member at Michigan State University and to allow you to move your research program forward rapidly, we will provide you with non-recurring research startup funding of $______. DISCUSS SPECIFICS IF NEEDED SUCH AS: This amount includes funding for XXXX, which you have indicated is essential for your program. These funds are to be spent in the first 3 years of your appointment and may be used for office and research laboratory equipment and supplies; salary, fringe benefits, and tuition for post-docs, students or technical staff; travel in support of research; and up to two months summer salary during each of the first two years of your appointment.

In addition, we will also provide you with up to $____ for your moving expenses, which may also be applied to trips to the East Lansing area to locate housing. See the attachment for additional detail regarding moving expenses.

**OFFICE SPACE**

Your initial office and laboratory space assignments are as follows: XXX. Space assignments are evaluated on an annual basis and may change depending on future conditions. However, be assured that we will provide you adequate office and laboratory space to perform your teaching, administrative, and funded research work.

**RESPONSIBILITIES**

Expectations concerning your responsibilities as a faculty member are described below and will be further clarified in discussions with the department chair(s). These duties will be reviewed each year with your department chair(s) and may change over time in response
to your career trajectory or the needs of the Department, College, or University. We especially call to your attention the University’s expectations regarding a faculty member’s responsibilities regarding instruction, which is described in the Code of Teaching Responsibility in the MSU Faculty Handbook (see web address on page 4).

TEACHING/ADVISING

We anticipate that ___% of your time will be devoted to teaching and related responsibilities. This will typically include teaching X courses per academic year. To enable you to establish your research program at MSU, during your initial four-year probationary appointment you will be granted teaching release during semesters X and Y. In addition to instruction in formal courses, teaching-related responsibilities can include undergraduate or graduate student advising and course and program development. You will also be expected to participate in activities such as curriculum development and mentoring of undergraduate students in research. The percentage of time devoted to these activities is reviewed each year with your chair(s) and may change over time depending on your career trajectory and the needs of the Department, College or University.

Teaching excellence is an important criterion for reappointment, promotion, and tenure, and you will be expected to demonstrate success at classroom teaching at the undergraduate and graduate levels. The CNS Reappointment, Promotion and Tenure Guidelines (see web address below) describes the expectations in detail. You should maintain a teaching portfolio, and the department will advance your teaching skills through evaluation of the teaching portfolio, classroom visits, assignment of a teaching mentor, and annual review by the chair. The University and College offer a wide variety of program to enhance faculty teaching quality, and you should take full advantage of them to advance your teaching skills.

Note for Alternative Ranks:

- Full Professor: Note that excellent teaching is expected of all MSU faculty, and the review of teaching is an important component of the faculty evaluation process.
- Associate Professor without tenure: no change required.

RESEARCH

We expect that ___% of your time will be devoted to research. You will be expected to develop a leading independent research program, with prominent and demonstrable national and international impact. You will also be expected to successfully obtain external funding to support this program on a sustainable basis. Research excellence and obtaining appropriate and sustainable research funding are essential criteria for reappointment, promotion, and tenure. Again, the CNS Reappointment, Promotion and Tenure Guidelines (see web address below) describes the expectations in more detail.

Research excellence is primarily judged by the publication of research of the highest quality and of sufficient quantity to demonstrate a leading and highly productive research program. These publications should be based primarily on work at Michigan State University (add additional institution if the candidate has previously been an Assistant
Professor), they should be published in leading peer-reviewed scientific journals in NAME DISCIPLINE, and they should demonstrate independent scientific leadership. You should also work to develop a highly visible presence nationally and internationally.

External funding must be at a level sufficient to support an on-going research program and in keeping with disciplinary norms for excellent research programs in NAME DISCIPLINE. (add further specifics – e.g. R01 – as appropriate here).

Successful supervision of Ph.D. students and post-doctoral fellows is also a high priority and an important component of evaluation for reappointment, promotion and tenure.

**Note for Alternative Ranks:**

- Full Professor: Excellence in scholarship is expected of all MSU faculty, and the review of research productivity is an important component of the annual faculty evaluation process. Customization is required, since promotion is no longer an issue.
- Associate Professor without tenure: no change required.

**LEADERSHIP, SERVICE, AND ADMINISTRATION**

All faculty members are expected to effectively undertake leadership and service activities within their Department, the College, the University, and their discipline. For instance, you will be asked to participate in regular College and Departmental committee assignments, and you should find ways to take on leadership positions within your field. We anticipate that these activities will require __% of your time. The percentage time devoted to this area is reviewed each year with your chair(s) and may change over time depending on your career trajectory and the needs of the Department, College or University. Responsibilities typically increase after a faculty member has attained tenure.

**Note for Alternative Ranks:**

- Full Professor: Note that effective leadership, in the Department, College, and University, as well as in the academic discipline, is expected of all MSU faculty.
- Associate Professor without tenure: no change required.

**EMPLOYMENT CONTINGENCIES**

A criminal background check is a prerequisite for all faculty appointments (excludes foreign nationals who come to MSU directly from residence outside the U.S., for whom the Department of Homeland Security provides the necessary clearance, however, degree verification is required) at Michigan State University. This offer of appointment is contingent on satisfactory criminal background check results, including degree verification. You will be contacted by _______ to initiate the background check process.

**NEW FACULTY ORIENTATION**

In order to assist you in your transition to Michigan State University, you are expected to attend a new faculty orientation program. This program provides an overview of the
University, identifies expectations of the University community, and covers many important issues that will assist you as you begin your career at Michigan State University. An introduction to University facilities and services, employee benefits, and information on cultural activities, both on and off campus, is also provided. The next orientation program is on August 23, 2011.

The attachment to this letter describes a variety of important issues pertaining to faculty appointments at Michigan State University. Please read it carefully.

Should you have any questions or concerns about this letter of offer, please feel free to contact us at any time.

Two original copies of this offer are enclosed. Please indicate your acceptance of this offer by signing one of the originals where indicated below and returning it to Dean Kirkpatrick by ______.

Web Addresses:

MSU Faculty Handbook:  
http://www.hr.msu.edu/documents/facacadhandbooks/facultyhandbook/index.htm

CNS Reappointment, Promotion, and Tenure Guidelines:  
http://naturalscience.msu.edu/administration/policies_and_procedures/index.html

On behalf of the faculty of the Department of XX and the College of Natural Science, we look forward to your continued success as a colleague and a member of our Michigan State University community.

Sincerely,

__________________________________________  __________________________
Chair Name  Date

Chair, Department of XXX

Email: XXX  Phone: XXX

__________________________________________  __________________________
R. James Kirkpatrick  Date

Dean, College of Natural Science

Email: cnsdean@msu.edu  Phone: 517.355.4473
My signature below constitutes acceptance of this offer of an appointment recommendation and acknowledges my understanding and acceptance of the terms and conditions of the appointment being recommended, as described in this letter and the attachment.

**ACCEPTED:**

________________________________________  __________________________
Candidate, PhD                                 Date
Offer Letter Attachment – Important Information for New Faculty

We are pleased that you have decided to join us at Michigan State University! The document “Starting State—Your Guide to Employment at MSU” is available on the web. This document provides an introduction to MSU, an overview of important policies, and a summary of benefit programs, as well as online access that will enable you to enroll in selected benefits on the web. Note, however, that you cannot enroll in benefits until your MSU NetID, the University- provided e-mail account, is activated. It is important that you enroll in benefit programs within sixty (60) days of your appointment beginning date.

Additional Information about Benefits:

- Visit the Faculty and Academic Staff Home Page on the MSU Human Resources website
- Attend the optional Benefits/Retirement Orientation available on the third Wednesday of each month from 12:30 – 2:00 p.m. in Room 125 Nisbet Building on campus (please call 517/353-4434 to register).
- Call the MSU Human Resources Benefits Office at 800/353-4434.

MSU ID Card:

- Can be obtained at one of the optional orientation sessions (see above)
- Also available in Room 405 Computer Center

MSU NetID (e-mail account): Contact (department representative) for assistance.

MSU East Lansing Campus Parking Permit:

- Can be obtained at one of the optional orientation sessions (see above)
- Available at the Department of Police and Public Safety Building
  
  Note: You must show your vehicle registration to apply for a parking permit.

Payroll Forms including W-4 and optional Direct Deposit:

- Use ePayroll after your MSU NetID is activated.

Moving Expenses:

- In accordance with the federal tax law, payments or reimbursements for moving expenses of household goods and personal items are reportable as taxable income on Form W-2, but are not subject to income tax withholding. Tax withholding, however, is required for other kinds of moving expense reimbursements, which will also be reported on Form W-2. Helpful information about moving expenses is available on the Payroll website.
Appointment Approval:

While we do not expect any difficulty with obtaining approval for this appointment, the right of final appointment approval rests solely with the Provost/President/Board of Trustees.

The award of tenure requires action by the Michigan State University Board of Trustees.

Form I-9:

Appointment approval is also subject to completion of a U.S. Citizenship and Immigration Services Form I-9. The Immigration Reform and Control Act of 1986 requires MSU to verify the employment eligibility and identity of all new hires via the I-9 form. The I-9 form may be completed by a notary or when you arrive at Michigan State University.

Information for non-U.S. Citizens/non-Permanent Residents:

If you are not a U.S. citizen or permanent resident and have not been issued an H-1B visa by your appointment start date, your initial appointment will be as a fixed term (non-tenure system) faculty member. Your appointment will be transferred into the tenure system following the issuance of the visa. The award of tenure is contingent upon receipt of U.S. citizenship, permanent residency status in the U.S. or execution of a Faculty Tenure Policy Exemption Agreement approved by the Provost.

There may be laws (e.g., Export Administration Regulations and International Traffic in Arms Regulations) that limit or prohibit your employment activities because you are not a U.S. Citizen or permanent resident. It is your responsibility to familiarize yourself with and abide by such laws. The Office of Regulatory Affairs can provide you with information about such laws and answer any questions.

University/College/Department Policy Information:

The complete commentary regarding the appointment, reappointment, promotion, and tenure process at Michigan State University is contained in the tenure system policies section of the MSU Faculty Handbook available at the website XXXXX. The Faculty Guide for Reappointment, Promotion and Tenure at Michigan State University is also a useful document. The Bylaws for the College of Natural Science and Department of _____ are available at XXXXX. The College of Natural Science faculty development policy; grant submission policies and procedures; reappointment, promotion and tenure policies; teaching evaluation guidelines; and work load policies are all available at http://naturalscience.msu.edu/administration/policies_and_procedures/index.html.

Reasonable Accommodation:

MSU employees with disabilities have the right to request and receive reasonable accommodations as long as such accommodations do not impose undue hardship to the University.