INTRODUCTION

Michigan State University is at an exciting and important time in its ADVANCE grant cycle. As this quarter comes to a close, we are anticipating and planning for the opportunities and challenges of years four and five of the ADAPP project.

Three notable accomplishments of this last quarter of our third grant year include the following:

- Early in the 4th quarter, the MSU ADAPP-ADVANCE team submitted their response to the National Science Foundation site visit report.

- On August 16, a university-wide mentoring policy went into effect.

- The ADAPP Coordinating Team (ACT) developed a working document that has recently been submitted to Provost Wilcox and will be submitted to the three ADAPP deans within the next few weeks. In this document, we have proposed a set of institutionalization efforts in grant years four and five that will be propelled forward by three core components:

  - **Strategic Leadership by College Deans**

    Deans will be charged with the critical responsibility of ensuring consistent implementation of academic human resource policies and initiatives across departments as initiated by ADAPP. The ADAPP-ADVANCE Grant Management Team will shift its focus to evaluation, assessment of impact of initiatives in the colleges, and the production of scholarly work and communication.

  - **Rigorous Evaluation and Development of Scholarly Products**

    In order to promote evidence-based decision making by the deans, we will continue the project’s efforts to rigorously assess the impact of implementation of academic human resource management models being undertaken in each college and ask scholarly questions that will lead to “lessons learned” for NSF and other institutions involved in transformation processes related to ADVANCE.
• Communication and Engagement with Individual Faculty Members

We will continue to expand the awareness and engagement of faculty at all levels about the value of and efforts in enhancing the recruitment, retention, and advancement of female and underrepresented faculty at MSU.

Details of this proposal can be found in Attachment A.

REPORTING BY GRANT GOAL

The end of this quarter also marks a change in our approach to reporting. In previous quarterly reports, we summarized the achievements of the co-PIs and college teams by ‘ADAPP project’ (e.g., mentoring, faculty search). With this report, we report our activities related to the grant goal.

GOAL 1: INCREASE THE RECRUITMENT OF WOMEN FACULTY

• CROSS-COLLEGE / GMT ACTIVITY

  o Conducted a training session on Fair and Effective Faculty Searches for all department chairs in MSU’s Eli Board School of Business (July 12, 2011).

  o Created a new example of a Candidate Evaluation Tool that includes a diversity-related competency as a criterion on which candidates are evaluated (August 6).

  o Consulted with ongoing search committee in the School of Human Resources and Labor Relations (e.g., evaluating proposed search process, providing specific recommendations, and providing revisions in their contemplated candidate evaluation tool; multiple occasions in June and August).

  o Began preparations for conducting a LEAD seminar on faculty searches in September, 2011 (August).

  o Prepared faculty search toolkit for being branded and printed consistently with the already-existing annual review and RP&T toolkits.

• COLLEGE ACTIVITY – NATURAL SCIENCE

  o A document describing CNS procedures for faculty searches was prepared. This document lists all of the stages of the search process, and the steps at which approval is needed by the Dean’s Office and/or the Office of Inclusion and
Intercultural Initiatives.

- Dr. Conrad (FEA) communicated with the Chairs of the departments that will be conducting faculty searches in the coming year, and will attend the first search committee meetings to discuss best practices, and to distribute the CNS guidelines and the ADAPP Faculty Search Toolkit (when available).

**COLLEGE ACTIVITY – SOCIAL SCIENCE**

- There will be a number of faculty job searches this coming academic year. In preparation for these searches, both the Dean and the Assistant Dean for Equity, Diversity & Inclusive Affairs met with the ADAPP Project Director to request ADAPP assistance in developing training for search committee chairs and committee members. The ADAPP grant management team is currently considering this request.

- The CSS Dean’s office prepared a memo for the Provost outlining the College’s diversity achievements during the years 2005-2006 through 2009-2010. Based on these accomplishments, the Provost awarded the College a $50,000 Diversity Incentive Bonus in its upcoming recurring budget.

- The College will use its Diversity Incentive Bonus to fund a Diversity Hiring Initiative faculty position in African American history; one of its five priority budget areas for the coming year.

**GOALS 2 & 3: INCREASED RETENTION AND ADVANCEMENT OF WOMEN FACULTY**

**CROSS-COLLEGE / GMT ACTIVITY**

- **Pipeline Into Leadership Project**

  - The leadership team (Tamara Reid Bush, Karen Klomparens, Deb DeZure, and Allyn Shaw) met to discuss interviews that Faculty and Organizational Development (an ADAPP project support office) conducted with faculty on the topic of “Pipelines to Academic Leadership”. Developed a summary document and discussed the possibility to inviting Stew Friedman and/or Adrianna Kezar to campus to speak. Suggested the creation of a slide to visually depict the timeline for pre-tenure faculty – this slide could then be shared at the fall Survive and Thrive workshop.

  - Based upon this leadership team meeting, DeZure, Klomparens and Bush requested a change in the Chair Inventory to include a question asking whether chairs ask if faculty have an interest in leadership.
• Networking / Network Development
  
  o College of Social Science Luncheon Evaluation (see College Activity – College of Social Science)

• Data Collection -- Focus groups with Male faculty
  
  o Preparation is being made for a series of focus group with male faculty leaders at Michigan State. Met with potential facilitators, reviewed and modified questions, submitted a new IRB for the male focus groups.

• A new University Faculty Mentoring Policy went into effect and requires that all colleges develop and implement a mentoring program. Mentoring resources were expanded to assist colleges and units as they develop unit-level mentoring programs. The ADAPP mentoring workshop continues to provide consultation to units and FEAs regarding mentoring.

COLLEGE ACTIVITY – COLLEGE OF SOCIAL SCIENCE

Retention

• We continue to develop and implement the pilot mentoring demonstration projects in the Department of Psychology and the School of Social Work.

• Dean Baba and Psychology Chair Juli Wade met with Associate Provost and Associate Vice President for Academic Human Resources, Terry Curry to discuss the mentoring pilots. Specifically they discussed how the CSS would coordinate with the Ohio Evaluation & Assessment Center (OEAC) to implement and evaluate the pilot programs. An agreement was reached to guide the interface between OEAC and the personnel of the Psychology Department.

• Dean Baba, Associate Provost Curry, and Chairperson Wade then met with Dr. Sarah Woodruff from OEAC to implement this agreement.

• The Provost has released funding for the mentoring pilots and the Department of Psychology has selected the staff for the program. The School of Social Work is in the process of launching its pilot mentoring program.

• The CSS ADAPP FEA team developed the proposed College of Social Science policy on Mentoring in accordance with the newly adopted University policy. Representatives from the Chairs and Directors (C&Ds) reviewed this draft policy on August 16, 2011.
After the review and approval process is complete, the policy will be submitted to the Provost.

The Dean’s office will present the new mentoring policy to the C&Ds at their annual retreat in September. This item will be a major part of the retreat agenda.

Advancement

- We continue our examination of CSS Annual Performance Review practices in an attempt to make them more consistent across units, more comprehensive, and more transparent. The Dean will lead a discussion of this topic at an upcoming C&D meeting.

- The Dean has revised her procedures for the Annual Performance Review of Chairs and Directors. This year she prepared written summaries of each C&D’s performance. She also did this in her review of the Assistant and Associate Deans of the College.

- The Chairs and Directors will be asked to send out copies of their unit by-laws to all junior faculty with the criteria for Reappointment, Promotion, and Tenure (RPT) highlighted. Where by-law revisions are necessary to promote accuracy, consistency, and transparency, they will be encouraged.

- This quarter we are planning to conduct RPT workshops targeted to specific cohorts of faculty (e.g., faculty before reappointment review, faculty before tenure review, newly promoted faculty, etc.) We believe that this format will increase the relevance and usefulness of the information offered.

- Chairs and Directors will be asked to consistently include an evaluation of faculty involvement and leadership in disciplinary societies. This is in recognition that women faculty often choose this area to develop their leadership potential rather than opting for leadership positions within the University administration.

- The training of faculty search committee members will also provide some leadership experience opportunities for women.

- We continue to develop a more structured mentoring program for new Chairs and Directors. This will build upon the currently existing informal peer-mentoring activities.

- Dean Baba and Assistant Dean Agbényiga met with Project Director McDaniels to discuss the possibility of developing an educational session for women seeking campus leadership positions. Several ideas were presented and are currently being considered by the Grant Management Team.
• The comments and suggestions made by the attendees of the first annual CSS luncheon for women faculty have been analyzed and organized. Results indicate that women in CSS would like to see more of these networking opportunities and they find them valuable. Additionally, the women provided feedback on mentoring, and other professional development needs that they have.

• To establish the current level of participation of women in University leadership positions, the Dean’s office determined that there were over a dozen CSS women faculty in important campus leadership positions – many in cross-disciplinary roles.

COLLEGE ACTIVITY - COLLEGE OF NATURAL SCIENCE

Retention & Advancement

• Faculty Performance Review

  o Departments were required to submit annual evaluations of all tenure stream Assistant and Associate Professors to the CNS Dean’s office by July 1. An evaluation Form was prepared and distributed to all departments to aid in this process, or departments could choose to use their own vehicle. All submitted evaluations are being reviewed by Drs. Kirkpatrick and Chivukula.

  o 2011-12 CNS RPT candidates were contacted to review with them the CNS RPT guidelines, which were revised last spring (see attached file for the guidelines).

• Mentoring

  o According to new MSU policy, all colleges are required to have mentoring programs in place by August 16, 2011. In CNS, these mentoring programs will be run at the department level. Earlier in the year, a college level mentoring policy was adopted that provides guidelines for the departmental programs. Departments were required to submit written descriptions of their mentoring programs to the CNS Dean’s office by July 1, 2011. To help them in this endeavor, descriptions of several sample departmental mentoring programs were circulated to all chairs and directors along with copies of the CNS Mentoring Policy and a “Best Practices in Mentoring” document prepared by ADAPP. Drs. Chivukula and Conrad have reviewed the submitted departmental program descriptions, and are providing feedback and suggestions for improvement where needed.

  o Incoming new CNS faculty were sent a welcoming letter that invited them to a welcome reception on August 29. Resource material on teaching and information about upcoming teaching workshops were also included in this
mailing.

- **Professional Development**
  
  - CNS established a contract with Biotechnology Business Consultants (BBC) to provide grant writing/preparation support for CNS faculty. CNS will subsidize 50% of the cost, with the balance to be provided by the Department or PI.
  
  - A series of CNS workshops on topics relevant to teaching, grant preparation and the RPT process has been planned for the coming year.

**COLLEGE ACTIVITY – COLLEGE OF ENGINEERING**

**Retention and Advancement**

- Our CEE department created their formal mentoring program over the summer. All departments in our College now have a written mentoring policy in place.

- The FEA has formed a small work group, composed of one faculty from each department, to focus on our College’s mentoring programs. The first mission of the group will be to assess our mentoring programs and formulate an approach for the formal assessment of its effectiveness. A subset of this group will have the task of discussing various faculty mentoring approaches with Dr. Mary Deane Sorcinelli of UMASS-Amherst and exploring ways to collaborate with her on possible implementation in our College of some of their best practices.

- The FEA and the College development team continued to work on improvements to our web-based Faculty Activity Information System (FAIS). The College development team has met several times with the MSU FIT development team to discuss how FAIS may be adapted to serve all colleges in the University.

- The FEA and the College development team implemented improvements to our College’s web-based system for preparation and reporting of RPT documents by faculty and administrators. This system was developed to bring more consistency and transparency to our tenure and promotion evaluation process. After the successful launch and test of the early version of the system in the 2010-11 RPT cycle, all RPT cases in our College in the 2011-12 cycle will use the new online system.

- The FEA organizes the College of Engineering New Faculty Orientation at the beginning of fall semester. In this year’s event, scheduled for August 24, Dean Udpa will lead the discussion of “Evaluation and Promotion,” where our college’s standards for success and expectations for tenure and promotion are articulated. In addition to learning about
various resources in the College, the new faculty will receive a focused 90-minute exposure to matters related to teaching, assessment, and evaluation. The new faculty will also receive the Annual Performance Review Toolkit and the Reappointment, Promotion and Tenure Toolkit that have been developed by the ADAPP team.

- A new set of workshops on Essential Teaching Techniques has been introduced under the sponsorship of the Colleges of Engineering (The Center for Engineering Education Research, CEER), Natural Science, Agriculture and Natural Resources, and Lyman Briggs College. Our new faculty have been informed about these “brown bag” style workshops and their scheduling.

GOAL 4: IMPROVE WORKPLACE CLIMATE

COLLEGE ACTIVITY – SOCIAL SCIENCE

- A group of chairs and directors met with the Dean and the CSS FEA team to review the design and content of the Fall 2011 ADAPP Inventory. We reviewed each question and made suggestions that would improve the data the inventory yielded. Changes were suggested in language, question order, and instructions. The Dean summarized these suggestions in a memo that was submitted to the Project.

GOALS 1-4: CROSS-CUTTING CONTRIBUTIONS

- Care.com service has been offered to MSU affiliates for six months. One of the responses from a satisfaction survey respondent was: “by far this care.com service is one of the best campus resources offered to faculty” (Lori Strom, Director, Project Support Unit)

- MSU ADAPP-ADVANCE co-PIs will be invited to submit presentations to the College University Work Family Association for the 2012 conference to be held in Ann Arbor, MI. Lori Strom is the chair of the conference program planning committee.

- Lori Strom continues to share MSU’s resources on mentoring throughout the CUWFA network.

EVALUATION

On August 22, Estelle McGroarty, Sarah Woodruff, Tiffeny Jimenez and Melissa McDaniels had a phone conference to identify “next steps” vis-à-vis evaluation.
• **Data Digest**
  
  o As promised in MSU’s site visit response, the Ohio Evaluation and Assessment Center will be producing a DATA DIGEST for each of the three ADAPP-ADVANCE colleges.
    - Meetings are currently in process to make decisions about the categories and data to be included.

• **Chair Inventory (Round 2)**
  
  o Plans for deployment in early September.

• **Work Environment Survey (Round 2)**
  
  o Discussions under way to determine when second round will be deployed.
  o “Tweaks” to instrument will be considered over the next few months.

• **Visit from Sarah Woodruff**
  
  o Planned for 10/6-10/7.
  o Priority – interviews with dean/FEA pairs.

**RESEARCH**

On September 1, the grant team will be meeting to develop our plan to jump start our empirical and theoretical research related to the project.