As the ADAPP project initiates its fourth year, while continuing to refine initiatives, policies and practices, MSU is turning its focus to: 1) evaluation of the impact of initiatives and revised practices and policies; 2) development of structures and institutionalization of activities and practices evaluated as important and effective in reaching the goals of the project; and 3) initiation of research projects to better understand the impact of policies and practices on the recruitment, retention and advancement of women in STEM disciplines.

**INSTITUTIONALIZATION – STRUCTURES, PROCESSES AND PROGRAMS**

- **Michigan State marked the start of YR4 with the first meeting of the newly formed Institutionalization Action Group (IAG) (10/7/11).** As described in our last quarterly report, this group was formed to replace the ADAPP-ADVANCE ACT and will be responsible for institutionalization of the best practices initiated by our ADAPP-ADVANCE project. The newly formed group includes: Associate Provost for Academic Human Resources; Director of Planning; Director of the Office for Inclusion and Intercultural Initiatives; Deans of the Colleges of Social Science, Natural Science, and Engineering.

- **Faculty diversity measures are now integrated into the academic planning process at Michigan State.**
  
  - In the fall 2011 planning letter to deans, the Provost included his expectations for progress on faculty diversity. Colleges were instructed to submit planning materials to the Provost by mid-November. The paragraph added to the planning letter is:
    
    “MSU’s commitment to inclusion and diversity is a hallmark value of the institution. It is important that college and unit-level policies and practices are aligned with MSU’s values of quality and inclusion and that there are effective structures in place to facilitate and promote the commitment to achieving excellence with diversity. Each college will be reviewed for some common indicators of success, including the number of underrepresented faculty members within your college, and their distribution across ranks. You are asked to identify and describe additional plans and indicators by which your college should be evaluated on progress toward diversifying your faculty. For your information, metrics about diversity among tenure-system faculty in your college since 2005-06 will be forthcoming.”

  - In the past, deans addressed diversity metrics through meetings separated from the academic planning process. This fall, the Office of Inclusion and Intercultural Initiatives (I3), Academic Human Resources and the Office of Planning & Budgets have been working together to produce a set of diversity metrics and other approaches to be considered by units in their planning. These metrics were provided to each dean/FEA. Deans and faculty were encouraged to contact the Office for Inclusion to discuss any questions related to
• Planning materials have been submitted to the Provost, and the sections addressing issues of diversity are being reviewed at this time by the VP of AHR, Dir. Of Planning, and the Director of Inclusion and Intercultural Initiatives.

o In addition to supporting all 17 colleges with a contribution that covers 25% of a FEAs time, the Provost committed 10% of his discretionary budget each year to fund incentives to colleges achieving faculty diversity planning goals.

REPORT BY PROJECT GOAL

o GOAL 1: INCREASE THE RECRUITMENT OF WOMEN FACULTY

o CROSS-COLLEGE / GMT ACTIVITY

- Workshops & Webinars:
  - Workshop, offered by Paulette Granberry Russell, Mark Roehling, Terry Curry: “Success in the academic hiring process from start to finish: Clarifying purposes and procedures, avoiding delays, and increasing faculty quality and diversity.” (9/20/11)

- Work with individual Search Committees
  - Associate Vice Provost for Academic and Human Resources met with every faculty search committee and outlined best practices as outlined in the ADAPP Faculty Search and Hiring Tool Kit.
  - Finalized the Faculty Search and Hiring Toolkit to be published next quarter

o COLLEGE ACTIVITY (COLLEGE OF SOCIAL SCIENCE)

- Senior staff met with Terry Curry to go over the faculty search toolkit and plan subsequent meetings with each CSS search committee to share best practices.

- FEA team attended the LEAD presentation on conducting effective faculty searches.

- Discussed the process for the Dean’s Office to engage in the faculty search process by revising and enhancing forms used for assessing potential candidates and providing feedback to units.

- DeBrenna Agbényiga and Pamela Gray (College FEAs) met with the Director and faculty in the School of Human Resources and Labor Relations to provide an understanding of diversity, inclusion, position allocation and the search process that supports building a diverse faculty.
• Issued an RFP for a diversity hiring initiative and awarded the Provost’s diversity and incentive funding for hiring a faculty member in African American History.

• A decision has been made to conduct a meeting with search committee chairs and others new to the search process twice a year to discuss goals, objectives, roles and expectations that are aligned with current ADAPP practices and policies.

  o **COLLEGE ACTIVITY (COLLEGE OF ENGINEERING)**

    • In part of our annual planning document for the College of Engineering, we defined a new process for faculty search and recruitment to ensure clarity, fairness and inclusiveness.

    • We recruited one woman (tenure-stream) faculty in our ME dept, who started this fall semester.

  o **COLLEGE ACTIVITY (COLLEGE OF NATURAL SCIENCE)**

    • FEA met with all department chairs and search committee chairs to review best practices.

    • FEA and Terry Curry (Co-PI & VP Academic Human Resources) met with all search committees.

    • FEA continued to consult with all search committees during the entire search and selection process.

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

  o **CROSS-COLLEGE/GMT ACTIVITY**

    • *Webinar, not offered by MSU, but made available to FEAs and other faculty:* “Avoiding a mid-career crisis: Helping faculty manage their careers” (9/20/11)

    • Workshops in collaboration with MSU’s Offices of F&OD and Inclusion & Intercultural Initiatives
      • “Survive and Thrive”
      • “Associate Dean – What Does this Role Entail?”
      • “Effective Faculty Mentoring”

    • “Faculty Mentoring Toolkit” (completed)
- **COLLEGE ACTIVITY (COLLEGE OF SOCIAL SCIENCE)**
  - Analyzed and shared the comments from the last CSS women’s luncheon.
  - Spoke to the chairs of the Engineering College about faculty mentoring programs in CSS. There was a special emphasis on their evaluation.
  - FEA team attended the LEAD workshop on mentoring.
  - Discussions are underway for the next college-wide women’s leadership luncheon.

- **COLLEGE ACTIVITY (COLLEGE OF ENGINEERING)**
  - At the beginning of the fall semester we held the orientation for our new faculty in the College of Engineering. In additions to discussing resources in the College, the Dean reviewed the College expectations for performance and the parameters for reappointment, promotion and tenure.

- **COLLEGE ACTIVITY (COLLEGE OF NATURAL SCIENCE)**
  College of Natural Science Women’s Luncheon (on Friday, November 18th). This event brought together 24 female faculty in the college to discuss issues relevant to their professional development and satisfaction. It provided the ADAPP-ADVANCE team and Dean/FEA an opportunity to update the faculty on grant activities.

- **GOAL 4: IMPROVE WORKPLACE CLIMATE**

  - **COLLEGE ACTIVITY (COLLEGE OF SOCIAL SCIENCE)**
    - The College held meetings with Chairs and Directors to review and revise the proposed college-wide mentor policy.
    - College completed and received approval of our mentoring policy.
    - During the College’s annual retreat in October, a session was dedicated to cover the newly approved mentor policy and guidelines were discussed for the design of unit-level plans.
    - Anne-Marie Ryan and Juli Wade (Psychology) shared tools for assessing mentor program and data collected as a part of her discussion of the departments pilot mentor program at the College retreat.
• Gary Anderson (Social Work) shared the assessment tools being used and the collaborative mentor process that includes F&OD as a part of their mentor pilot program.

• All units in the College are writing their mentor plan that includes details outlined in the Provost and College’s mentor policy. The mentor plans are due in the College at the end of the Fall semester. All plans will be reviewed by the College’s senior staff.

○ COLLEGE ACTIVITY (COLLEGE OF ENGINEERING)

• The Dean and FEA worked with department chairs to promote recognition of our women faculty. Prof. Diana Briedis in our CHEMS department was elected AIChE Fellow for her outstanding service to AIChE (American Institute of Chemical Engineering) and ASEE (American Society of Engineering Education).

• We held focus group meetings with all of our pre-tenure faculty to get their direct input on strengths and weaknesses of our current mentoring efforts in the College. The information collected is being analyzed to define the elements that need improvement.

○ GOALS 1-4: CROSS-CUTTING CONTRIBUTIONS

○ Cross-College/GMT Activity

  • Webinar:
    ▪ “Diversity Inclusion: A New Systems-Based Institutional Transformation Framework” (October 7, 2011). Although MSU did not develop this webinar, we promoted it to our Faculty Excellence Advocates.

    ▪ FEA Consortium Meeting (10/31/11). The Academic Planning Process (and the role of the FEA in that process) was covered.

○ COLLEGE ACTIVITY (COLLEGE OF SOCIAL SCIENCE)

• Plans are underway to implement mandatory exit interviews of all College of Social Science faculty leaving the university excluding retirements.

• Completion of the draft duties of the College’s FEA through collaborative conversations with the Dean.

• A decision has been made to discuss roles ad expectation of faculty as they relate to recruitment, retention, mentoring and inclusion at the annual faculty orientation and other specified faculty meetings that will be hosted through the Dean’s Office.
EVALUATION

- Two Visits from Ohio Center for the Evaluation & Assessment of Math & Science Education (10/6/11 & 11/17-11/18/11)
- Timeline for evaluation activity (for the rest of the grant) being developed.
- College case studies (including both policy & FEA role analysis) in process. Faculty members and chairs to be interviewed about perceptions of FEA role in Spring.
- Regression/Retention Model to be completed for March College Planning Meetings
- Chair inventory of current AHR practices was deployed – analysis to begin in December.
- Mentoring case studies being implemented in College of Social Science.
- New mentoring policies collected and being analyzed.
- Members of faculty search committees for 2011-2012 to be interviewed in Colleges of Engineering and Natural Science (about Curry intervention).
- Pool/finalist and hiring data to be analyzed (compared to previous years)

FACULTY INFORMATION TOOL

The Faculty Information Tool (FIT) development team has arrived at an important point in its work. The team is devising the business model and timeline for the development of this tool, incorporating the needs of both important internal (faculty & administrators) and external (federal agencies) stakeholders.

Internal Stakeholders. Six focus groups with faculty and administrators are planned for November and December 2011. Discussions at these meetings will identify issues and barriers and will help in defining the functionalities of the tool and the process of implementing the tool. Participants will be asked to complete a form to rate the potential functionalities of the tool.

Input from other Institutions. The development team is conducting phone interviews with 13 other institutions that have implemented some form of faculty professional accomplishment software systems. The personnel at these institutions will be asked to identify issues and barriers in instituting such a system at their universities and they will be asked to provide input on the potential functionalities of the Faculty Information Tool under consideration at MSU.
External Stakeholders. FIT MSU is participating in level 1 STAR METRICS, and FIT will be developed to meet the STAR Metrics reporting requirements, perhaps by incorporating and SciENCV as outlined in the Federal Demonstration Project https://sites.google.com/site/fdpera/home/profiles---lattes).

**RESEARCH PROJECTS**

(1) **Mentoring Article**
   b. Authors: Clare Luz and Tamara Reid Bush

(2) **Leadership in the Disciplines**

McDaniels, Reid Bush and Klomparens are writing an article that argues that leadership roles in disciplinary associations can potential help women prepare for titled leadership roles (e.g., chair, assistant dean) on campuses. Article will be submitted to a social science / higher ed journal next quarter.

(3) **Research Funding Study**

Since research funding is a critical criterion used in the evaluation of STEM faculty during annual review and RP&T processes, a study is being initiated to analyze the number and types of grants submitted and awarded to Assistant Professors recruited in AY 2004 in the three participating colleges. The grants submitted and awarded over the period of 2004 – 2010 will be determined and the numbers and rate of success will be calculated. The average grants submitted during the 6 years prior to RPT will be correlated with impact on promotion. Research questions to be asked include:

a) Is there a difference in the number of grants submitted between men and women in their first 6 years
b) Is there a difference in the percent success of grants submitted between men and women in their first 6 years as faculty member?
c) Is there a correlation between the number of grants and the decision to promote? Is there a difference in this correlation between men and women?
d) Is there a difference in the composition of PIs/coPIs on grants submitted by men and women in this cohort during their initial six years?
e) Is there a difference in grant success based the PI composition (by number or gender diversity)
f) Is there a correlation between grant success and the perceived climate (from the work-environment survey data). If so, is the correlation different for men and women?

(4) Embeddedness Study

Paulette Granberry Russell (Director of the Office of Inclusion and Intercultural Initiatives/Special Assistant to the President and Dr. Isis Settles (Associate Professor of Psychology) met with the evaluation team to discuss the methods, limitations, and potential uses of data for this study of underrepresented groups.