

Welcome to Orientation 2017

MSU Faculty and Academic Staff

Orientation Materials

Printed Materials:

- Program/Agenda
- Information Fair Exhibitors/Floor Plan
- Packet from the President

Orientation Website: <http://bit.ly/2017FacAcStaffOrientation>

- Speaker Biographies/Panel Contact Sheet
- MSU Organizational Chart
- Evaluation
- PowerPoint Presentations
- Academic Career Advancement Resources

MSU Federal Credit Union TOTE BAG:

- Community Resources

Special Thanks

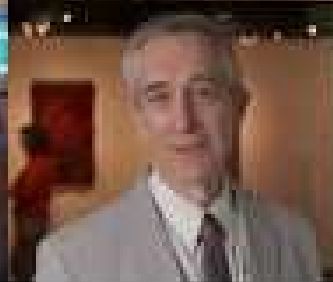
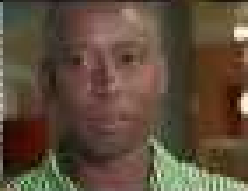
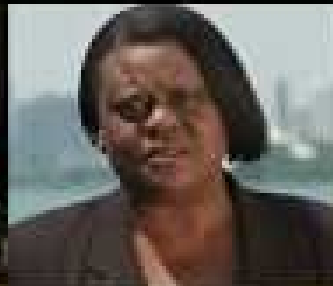


1951 Football wins National Championship



Goals for Today's Program

- **Introduce MSU's values and future direction**
- **Identify key resources, people, units, programs and policies**
- **Interact with campus leaders and each other**



The MSU Community

1,988 tenure
system faculty

753 continuing
appointment
system academic
staff

1,306 fixed term
faculty

1,507 fixed term
academic staff

6,890 support staff

Introductions

June Pierce Youatt

*Provost and Executive Vice President for Academic
Affairs*

Teaching Focus

Undergraduate Education

R. Sekhar Chivukula

Associate Provost for Undergraduate Education and Dean of Undergraduate Studies

Teaching Focus

Graduate Education

Thomas D. Jeitschko

*Associate Provost for Graduate Education and Dean of The
Graduate School Designee*

Outreach and Engagement

Office of Associate Provost for Outreach and Engagement

Hiram E. Fitzgerald, Ph.D.

Associate Provost for University Outreach and
Engagement

Inclusion

Office for Inclusion and Intercultural Initiatives

Paulette Granberry Russell

*Senior Advisor to the President for Diversity and
Director*



MSU'S CORE VALUE OF

INCLUSIVENESS

- Our “*belief in the value of varying perspectives and a promise of mutual respect.*”
- Valuing inclusion means providing all who live, learn, and work at the university the opportunity to actively participate in a vibrant, intellectual community.
- Valuing *inclusion benefits MSU scholars who advance knowledge by exploring the vast range of questions that result from our differences...and benefits our employees by creating a stronger work environment that draws on various points of view.*

Office for Inclusion & Intercultural Initiatives (I3)

- Institutional focal point for promoting inclusion, diversity, and equity at MSU
- Areas of responsibility and support include:
 - MSU's Affirmative Action Program
 - Education and Development Programs
 - Community Outreach
 - Research, Assessment, & Administration of *Creating Inclusive Excellence Grants*
 - Diversity Research Network



Relationship Violence and Sexual Misconduct Policy & Anti- Discrimination Policy: Basic Information Every Faculty Member Needs to Know

Ande Durojaiye

*Director, Deputy Title IX Coordinator for
Investigations*

Office of Institutional Equity (OIE)

2017

Relationship Violence & Sexual Misconduct Policy (“RVSM”)

- Members of the University community shall not engage in relationship violence or sexual misconduct.
- Persons who do so are subject to disciplinary action, up to and including discharge for employees and dismissal for students.
- RVSM also covers both quid pro quo and hostile environment sexual harassment.
- RVSM also covers stalking, sexual assault, and sexual exploitation

Mandatory Reporter

- All University employees (with limited exceptions for medical and mental health personnel) are expected to promptly report sexual violence, sexual exploitation, stalking or relationship violence that they observe or learn about and that involves a member of the University community or occurred at a University sponsored event or on University Property to OIE and the MSU Police.
- You may report via phone call, email, or online form. The form goes directly to both OIE and MSU PD.
- Consider including a mandatory reporting notice in your syllabus- visit oie.msu.edu for suggested language.
- Potential RVSM violation by unaffiliated third parties must still be reported to OIE & MSU PD.
- If there is an active emergency in progress (you suspect relationship violence or sexual assault is occurring right at that moment) **CALL 911**

Anti-Discrimination Policy (“ADP”)

- Members of the University community shall not:
 - Discriminate against any member of the University community on the basis of a protected category
 - Harass any member of the University community on the basis of a protected category
 - Persons who do so are subject to disciplinary action, up to and including discharge for employees and dismissal for students.

Protected Categories

- age
- color
- gender
- gender identity
- disability status*
- height
- marital status
- national origin
- political persuasion
- race
- religion
- sexual orientation
- veteran status
- weight

*If an MSU community member disclosed a disability to you and requests assistance, refer them to the Resource Center for Persons with Disability on Campus. RCPD.MSU.EDU

Bias Incidents

- A bias incident consists of verbal or non-verbal conduct that is threatening, harassing, intimidating, discriminatory, or hostile and is based on a category protected under the MSU Anti-Discrimination Policy.
- Although the expression of an idea or point of view might be offensive or inflammatory to some, not all bias incidents violate the law or are considered prohibited harassment under the ADP.
- If there is immediate concern about safety or that a crime may have been committed, contact the police.
- ~~Document any physical evidence by photographing it, then cover or remove the~~

Retaliation

- The University does not tolerate retaliation against a community member who has made a good faith claim of discrimination or harassment or who has participated in an investigation of a claim.
- This applies to the Relationship Violence and Sexual Misconduct Policy and the Anti-Discrimination Policy.

OIE Complaint Process

- Interview Claimant
- Interview Respondent
- Interview witnesses
- Gather and review evidence
- OIE acts as a neutral third party through the investigation
- Write draft report
- Parties review draft report
- Write final report and submit to parties and appropriate office (Student Life, Academic Human Resources, or Employee Relations)
- “Preponderance of the evidence” standard
- “50% plus a hair”
- An advisor, support person or union representative can attend meetings with OIE
- If there is a finding of violation, Academic Human Resources, Employee Relations, or Student Conduct would be notified of the finding and the applicable HR unit, along with the academic or staff unit where appropriate, would decide on remedial actions. The individual responsible for the conduct may have the right to challenge any remedial actions taken against him/her under other University procedures.

Relationship Violence and Sexual Misconduct Policy & Anti- Discrimination Policy: Responding, Reporting, and Investigations

Thank you!

New Faculty & Academic Staff Orientation



Kelly Roudebush

Captain

Michigan State University Police Department



A Little Bit About Us

87

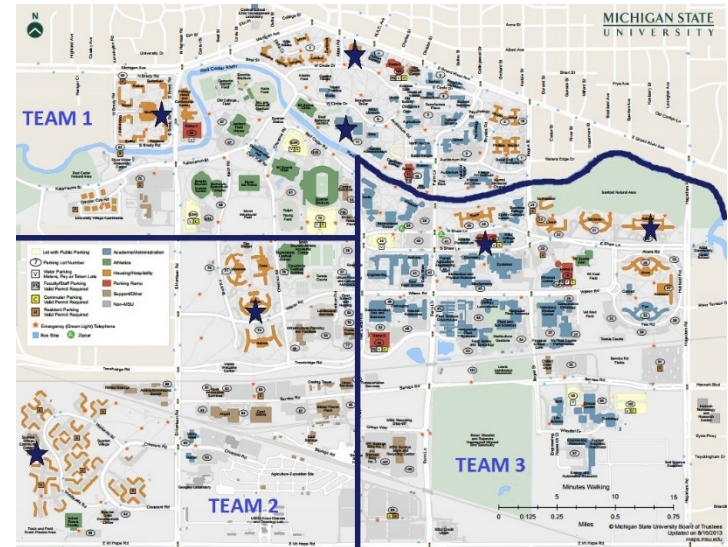
**Fully sworn and armed
law enforcement
officers**

- MSU PD officers are licensed through the State of Michigan
- Responsible for responding to crimes and calls for service on all property owned by MSU
- We believe in community policing as the basis for ct



Community Policing

- Community policing officers work with the MSU community to facilitate a safe
- Neighborhood offices throughout campus



Threat Assessment

- Officers respond to reports of students, employees, or others on campus who have engaged in behavior indicating a possible threat of harm to self or other members of the community.
- MSU Police works closely with the University's Behavioral Threat Assessment Team.

<http://btat.msu.edu/>



MSU Alert

- Emergency messages can be delivered via three main platforms:
 - Voice messages to phones
 - Email
 - SMS text messaging
- Update your information
<http://alert.msu.edu/>



Crime On Campus

- Crime can occur at anytime or anywhere but you can reduce the chances of becoming a victim by:
 - Remaining vigilant and reporting suspicious activity
 - Reducing distractions such as using a cell phone when walking around campus
 - Taking extra precautions at night by walking with a friend or group of friends
 - Never leaving your personal property unattended
 - Locking your vehicle doors
 - Never sharing your passwords



Active Violence Response

- **RUN**
The best course of action when faced with a deadly situation is to get away from the danger.
- **HIDE**
If the incident is occurring near you and you cannot safely escape, secure-in-place in a space nearby.
- **FIGHT**
If the offender enters your hiding location and you are in imminent danger – act aggressively, yell loudly, throw/use objects as weapons to incapacitate the attacker.



Connect With Us

Website

<http://police.msu.edu/>

Phone

- **Emergency:** 911
- Non-emergency: 517-355-2221

Social Media
@msupolice





***Enjoy a 10 minute
Break***

***Don't forget to have a free
professional photo taken today!***

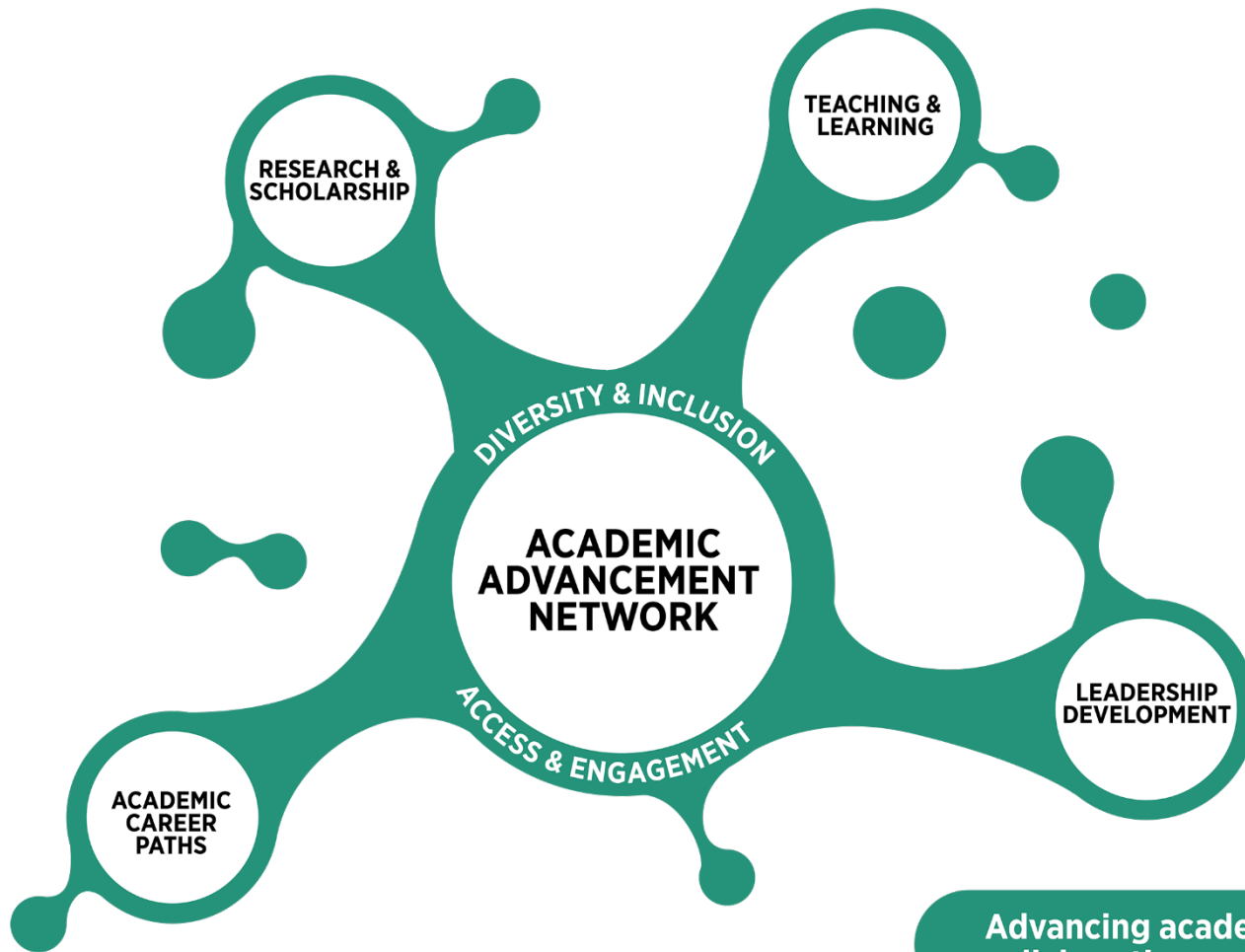
ACADEMIC ADVANCEMENT at Michigan State University



The Academic Advancement Network

- New structure established in July, 2016
- Mission: To support our colleagues as they develop productive careers reflective of their individual aspirations, and to help them understand how those aspirations contribute to institutional priorities





Advancing academic careers through inclusive, collaborative, and experiential learning



Our Team:



Juli Wade

Leadership Development Node Leader



Ann Austin

Academic Career Paths Node Leader



Jeff Grabill

Teaching and Learning Node Leader



Beronda Montgomery

Research and Scholarship Node Leader



Jill Bryant

Project Event Coordinator



Beth Leete

Executive Assistant



Cindi Leverich

Leadership Development



Patti Stewart

Teaching and Learning



Blythe White

Communications Coordinator



General Approaches

- Embrace the diversity of academic appointments and career stages
- Listen to and learn from the experience of MSU's academics
- Integrate across our nodes; enhance connectivity and collaborate with partners across the University



Examples of Programs

- Orientations
- Workshops
- Day-long symposia
- Cohort Programs
- Individual Consultations





Academic Advancement Network
MICHIGAN STATE UNIVERSITY

Academic Advancement Network

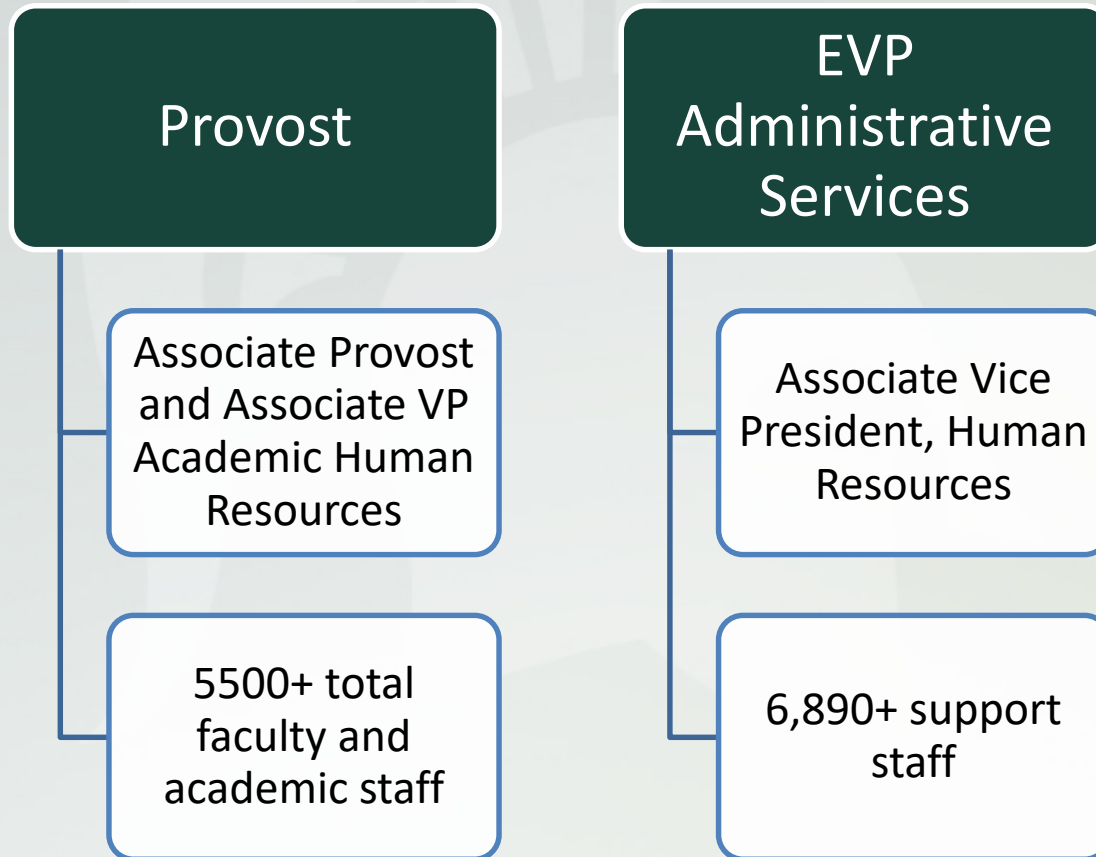
<http://aan.msu.edu>

517- 432-1185

Administration Building, Room 308



Human Resources at MSU



Faculty and Academic Staff

Titles



Primary Academic HR Roles

1. To develop, maintain and interpret academic human resources policies and procedures that enhance the ability to recruit and retain an outstanding, internationally competitive faculty and excellent academic staff
2. To promote equal employment opportunity, affirmative action, non-discrimination, and inclusion in the appointment and advancement of faculty and academic staff
3. Working with the Academic Advancement Network (AAN), to provide faculty, academic staff, and academic leaders with faculty development, leadership development, organizational development programs and activities to enhance their individual and unit effectiveness
4. To provide strategic advice, information, and data collection and analysis on academic human resources issues
5. Working with Employee Relations, negotiate and administer union contracts with graduate teaching assistants and non-tenure teaching faculty

Additionally, Academic Human Resources works closely with MSU Human Resources on issues that are cross-cutting for faculty,

Policies, Procedures and Resources

The Timing of Pay for Those Appointed on an “Academic Year” Basis

- Those appointed on an academic year (AY) basis are paid over their duty period, on the last working day of the month
- The 10 payments are distributed as follows:
 - Salary for the period 8/16 - 8/31 on last working day of August
 - Full month’s salary on the last working day of each month for September through April
 - Salary for the period 5/1 - 5/15 on last working day of May

The Timing of Pay for Those Appointed on an “Academic Year” Basis

- **MSU has worked with the MSU Federal Credit Union (MSUFCU) to establish a voluntary savings/distribution program at MSUFCU that will enable AY appointees to equalize salary payments over 12 months**
- **Other financial institutions may offer similar programs**

Deductions

- **Certain deductions will be taken from every paycheck, including the partial pay months of August and May. These deductions include:**
 - All required tax withholding,
 - Retirement deferrals,
 - Flexible spending arrangements (FSA) for both health care and dependent care, and any garnishments.
- **Other benefits deductions will be taken only from the full pay months of September through April. For example:**
 - Insurance (health, life, dental, and disability)
 - As well as parking, United Way, development fund, etc.
 - These deductions will be pro-rated to take the annual deduction amount over eight months.

**Benefits continue
throughout the entire 12
month period**

Provided eligibility criteria continue to be met, health, prescription, dental, long term disability, and basic life benefits will continue for a full 12 months.

Key AHR Policies

- Appointment systems
 - Fixed term
 - Continuing appointment, e.g. tenure system, Librarian, Health Programs, FRIB/NSCL, Archivist, Academic Specialist, etc.

Types of Appointments: Fixed Term or Continuing

Appointment System

- Continuing appointment systems exist for those in the tenure system, HP system, FRIB/NSCL system, Librarian system, Archivist system, and Academic Specialist system.
- Fixed term appointments are for a specified period of time
- Fixed term faculty have titles parallel to tenure system faculty, e.g. assistant professor, associate professor, and professor
- Fixed term appointments are one year, unless a special exception is granted by the Office of the Provost

Academic Specialist: A Title Unique to MSU

- **Functional areas:**
 - Teaching
 - Advising
 - Curriculum development
 - Outreach
 - Research
- **Continuing vs. Fixed Term Appointments**
- **Promotion to Senior Academic Specialist**
- **Academic Specialist Advisory Committee**



&

Academic Human Resources

2008-2014

ADVANCE/ADAPP targeted six areas on which we continue to focus:

**Search &
Selection**

**Annual
Review**

RP&T

Mentoring

Leadership

**Work
Environme
nt**

- **Our approach is supported by theory and a large body of research demonstrating that increasing the structure and alignment of policies and practices will promote a high quality and inclusive workforce** (Arthur and Doverspike, 2005; Ericksen & Dyer, 2005; Evans, Puckik, & Barsoux, 2002; Gratton & Truss, 2003).

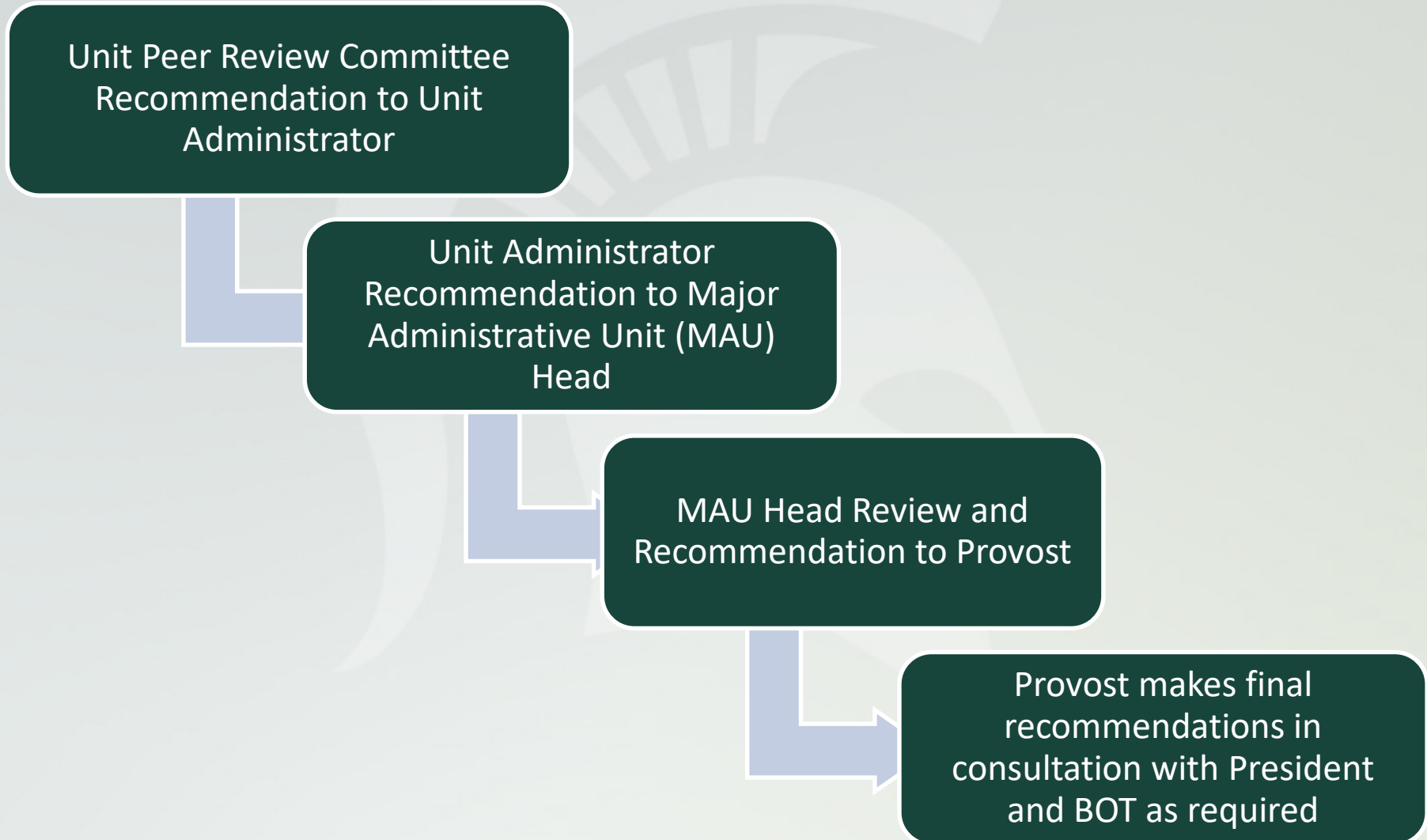
- **This project helped to identify new tools, new and revised policies, and improved administration of existing policies and practices, e.g.**
 - **Toolkits**
 - **Mentoring policy**
 - **Modified duties policy**
 - **College and/or departmental clarification of reappointment, promotion and tenure guidelines and standards**

Faculty Excellence

Advocates

- A faculty member that works with departments, faculty advisory committees, college administration, faculty, as well as MSU Academic Human Resources to advocate for quality & inclusiveness in the college.
- Partial appointment from the Provost, depending on size of the college

The Review Process for Those in a Continuing System



The Reappointment, Promotion and Tenure Process

The Typical Timeline for Assistant Professors

Appointed as assistant professor to a 4-year probationary appointment

- During the third year a reappointment review occurs
- If unsuccessful, the appointment ends as originally scheduled

If successfully reappointed, the faculty member begins a second 3-year probationary appointment

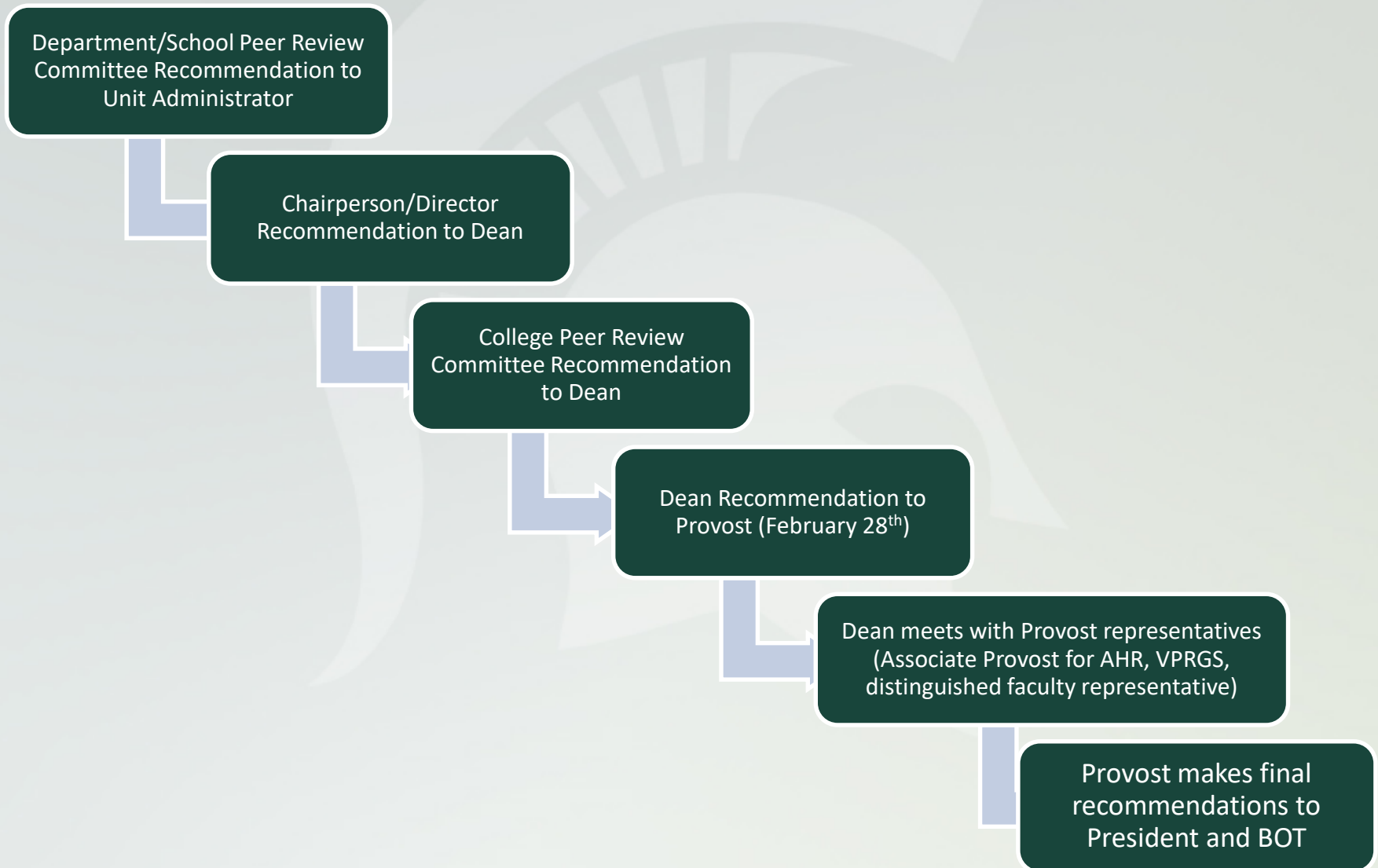
- During the second year, the tenure review occurs
- If successful, one is promoted to associate professor and awarded tenure
- If unsuccessful, the appointment ends as originally scheduled

Typical Probationary Associate Professor Progression

A small number of faculty have initial appointments as associate professors without tenure, with probationary appointments typically of 2 - 4 years

- The reappointment review and decision are done in the year prior to the expiration of the appointment.
- If successful, reappointment to associate professor with tenure
- If unsuccessful, the original appointment ends as scheduled.

The Reappointment, Tenure and Promotion and Review Process



The Provost's Annual Memorandum on “Appointment, Reappointment, Promotion and Tenure”

These principles are relevant not only to those in continuing appointment systems, but to **all** MSU faculty and academic staff.

- **MSU must improve continuously. To do so requires that academic personnel decisions must result in a progressively stronger faculty – a faculty who meets continuously higher standards that assures enhanced quality within a national and international context ... Individual personnel actions recommending tenure should result in the improvement of academic unit quality.**

- **The achievement and performance level required must be competitive with faculties of leading research-intensive, land-grant universities of international scope (comparison is important).**

- **“A recommendation for promotion from assistant professor to associate professor in the tenure system should be based on several years of sustained, outstanding achievements in education and scholarship across the mission, consistent with performance levels expected for promotion to associate professor at peer universities. A reasonably long period in rank before promotion is usually necessary to provide a basis in actual performance for predicting capacity to become an expert of national stature and long-term, high-quality professional achievement.”**

- **Bearing in mind the University's continuing objective to improve its faculty, the unit and college must refrain from doubtful recommendations of reappointment, tenure, or promotion. The dean must evaluate carefully each recommendation to ensure that it is well grounded and fully justified.**

Attainment of Tenure or Continuing Status at MSU

- **MSU hires outstanding people and has strong expectations**
- **MSU provides significant support because we want you to succeed**
- **As an example, in tenure reviews, our track record over the last 20 years:**
 - **2/3 of cohort attained tenure**
 - **At final review stage, 90%+ receive tenure**

“Early” Review for Promotion or Continuing Status

1. Do we consider previous university work in the review process? **Yes**, although normally at least 2-3 years of work at MSU is required before a successful review.
2. **Yes**, early review is possible if requested and there are no MSU penalties for denial.
3. An exceptional record of performance at MSU is expected.

Extending the Review Timeline (Extending the Tenure Clock): Automatic Extensions

- **Leaves with or without pay of one semester to twelve months**
- **Changes of appointment to 50% or less for one year**
- **Immigration/visa status that does not permit the award of tenure for candidates that have been recommended for tenure**
- **Faculty Grievance Procedure outcome**

Extensions Granted Automatically Upon Faculty Request

- **Upon request from a faculty member for reasons related to the birth or adoption of a child. Automatic extensions for this reason are limited to two separate one-year extensions. The request for an automatic one-year extension related to the birth or adoption of a child must be submitted within two years of the birth/adoption but no later than the due date for submission to the department/school of the dossier for the next reappointment/promotion/tenure review.**

Extending the Review Timeline

- **Extensions to the tenure clock may be granted by the University Committee on Faculty Tenure (UCFT) for reasons related to:**
 - **Childbirth, adoption, the care of an ill and/or disabled spouse**
 - **Personal illness**
 - **To receive prestigious awards, fellowships, or other special assignment opportunities**
 - **Other serious constraints**
- **The Office of the Provost may grant extensions for other continuing system faculty and academic staff for similar**

Continuing Status, Promotion, and Annual Performance Reviews

Clarify expectations for your performance with your Chair or unit administrator as soon as possible.

- **Review offer letter**
- **Review unit and college/MAU workload documents**
- **Review annual activity reporting document/process**
- **Review unit and college/MAU policies on reappointment, promotion and earning continuing status**
- **Review the form for reappointment, promotion**

Fixed Term Faculty and Academic Staff

- MSU has a long history of valuing those in fixed term appointments
 - Faculty are eligible for election to the Faculty Senate and may serve on Academic Governance committees
 - Academic specialists are eligible to serve on the Academic Specialist Advisory Committee
 - The Chair of the Faculty Senate has been a fixed term faculty member
 - Many individuals build a career and retire from MSU in fixed term appointments

The Union of Non-Tenure Track Faculty (UNTF)

- In May 2010 a collective bargaining agreement was reached with the UNTF establishing terms and conditions of employment for fixed term faculty and academic specialists during semesters in which they teach (Expired, May 2014)
- In May 2014 a new collective bargaining agreement was renewed with the UNTF (Expires, May 2018)

The Union of Non-Tenure Track Faculty

**Major
exclusion
s**

- Those with clinical duties
- Those in FRIB/NSCL
- Those with supervisory responsibilities
- Visiting faculty with tenure homes elsewhere
- Those who work off of the East Lansing campus

Fixed term faculty and specialists are in the UNTF bargaining unit during the semesters in which they teach credit courses or non-credit courses required for degree completion.

Independent studies and dissertation credits do not count

UNTF Contract Highlights

Academic matters are not covered in the contract and remain the purview of administration

Bargaining unit members maintain status quo with regards to their participation in academic governance at the unit, college, and unit level, except they may not participate in matters regarding wages, hours, or supervisory functions

UNTF Contract Highlights

The Faculty Handbook and other MSU policies continue to apply, except in areas specifically addressed by the contract

Benefits are the same as other faculty and academic staff

UNTF Contract Highlights

Covered fixed term faculty and specialists can choose to join the Union and pay dues (1.6%), or choose not to join and instead pay a representation fee (1.44%), or choose not to join or pay a fee.

There is a grievance procedure for disputes arising under the contract that terminates with an independent arbitrator.

The Faculty Grievance Procedure is still applicable for those issues not addressed in the contract.

UNTF Contract Highlights

- **Designation B (i.e. continuing appointment)**
 - **If awarded, employee receives at least a three year appointment**
 - **Designation B is applied for during the first month of the tenth or subsequent semester within a six year period in a given employing unit**
 - **Following each annual review that demonstrates continued excellence in teaching, Designation B appointment is extended for another year for 1 year ensuring**

“Documentation”

Dr. Punya Mishra

**Professor and Associate Dean of
Scholarship & Research at the Mary
Lou Fulton Teacher’s College at
Arizona State University**





Documentation is
critical...



More details on documentation to follow at:

“Thriving as an Academic Specialists at Michigan State University”

Thursday, September 14, 2017

8:00 a.m. - 12:00 p.m.

MSU Union, Ballroom

“Survive and Thrive in the Tenure System”

Monday, February 21, 2018

8:00 a.m. - 12:00 p.m.

MSU Henry Center, Room B106/107

MSU has a strong commitment to peer review, so cultivating relationships with colleagues and building a national reputation are important and play a significant role in the process or earning continuing status.

Mentoring

- **By policy, each college has a formal mentoring program for tenure system and HP faculty.**
- **Colleges may allow plans on a department or school level.**
- **Formal mentoring programs are strongly encouraged for all faculty and staff where it is not required.**
- **There are many forms of mentoring programs and no single model will meet the needs of all units or individuals. Each college (and/or unit) should develop a program that is most relevant to its needs based upon evidence based best practices.**

Mentoring Principles

- 1. One plan for those with joint appointments**
- 2. Individuals may choose not to have a mentor(s)**
- 3. Conflicts of interest should be minimized, confidentiality protected, and all individuals provided an environment in which they can address concerns without fear of retribution**

Key Resources

- Teaching
 - **Code of Teaching Responsibility**
 - <https://reg.msu.edu/AcademicPrograms/Text.aspx?Section=112#s514>
 - **Verified Individualized Services and Accommodations (VISA)**
 - <https://www.rcpd.msu.edu/services/visa>
 - **University Policy on Religious Observance**
 - <https://reg.msu.edu/AcademicPrograms/Text.aspx?Section=112#s548>

Key Resources

Other University Policies

- Anti-Discrimination Policy
- Relationship Violence and Sexual Misconduct Policy
- Conflict of Interest in Educational Responsibilities Resulting from Consensual Amorous or Sexual Relationships Policy
- Conflict of Interest in Employment
- Outside Work for Pay
- Student Risk and Review Committee
- Behavioral Threat Assessment Team (BTAT)
- Reporting Protocols re Children
- MSU Guidelines for Social Media

ZERO TOLERANCE IS THE STANDARD

University Reporting Protocols

- 1. Suspected Child Abuse:** If, in your position at MSU, you suspect a child may be abused or neglected, you must contact the MSU Police Department immediately.
- 2. Child Pornography:** If you become aware of suspected child pornography on MSU IT Resources, you must contact the MSU Police Department immediately.
- 3. Relationship Violence and Sexual Misconduct:** If you receive an allegation of relationship violence or sexual misconduct related to a member of the University community (faculty, staff or student) or occurring at a university event or on university property, you must report the allegation according to university protocol. This includes an allegation that an MSU community member has sexually assaulted a child.

University Reporting Protocols

Relationship Violence and Sexual Misconduct Reporting Protocol

Unless identified as a confidential source below, all University employees are obligated to promptly report incidents of **sexual harassment, sexual violence, sexual misconduct, stalking, and relationship violence** that:

- Are observed or learned about in their professional capacity; and
- Involve a member of the university community or occurred at a university-sponsored event or on university property.

WHAT TO REPORT		
STATUS OF PERSON VICTIMIZED	STATUS OF MANDATORY REPORTER	WHERE TO FILE REPORT
REPORTING: SEXUAL MISCONDUCT AND RELATIONSHIP VIOLENCE (INCLUDING: SEXUAL VIOLENCE, SEXUAL EXPLOITATION, AND STALKING)		
<ul style="list-style-type: none"> • Student • Employee • Third Party 	Undergraduate Student	Undergraduate Student's Supervisor. Supervisor will report to Office of Institutional Equity AND MSU Police.
	Employees	
	All Other Employees	Office of Institutional Equity (OIE) AND MSU Police
REPORTING: SEXUAL HARASSMENT		
<ul style="list-style-type: none"> • Employee • Third Party 	Undergraduate Student	Undergraduate Student's Supervisor. Supervisor will report to Office of Institutional Equity.
	Employees	
	Supervisory Employees	Supervisors must report to OIE.
	Non-supervisory Employees	Although non-supervisory employees are not required to report, they are encouraged to report sexual harassment to OIE.
<ul style="list-style-type: none"> • Student 	Undergraduate Student	Undergraduate Student's Supervisor. Supervisor will report to Office of Institutional Equity.
	Employees	
	All Employees	Must report to OIE

University Reporting Protocols

Relationship Violence and Sexual Misconduct Reporting Protocol

- View the Mandatory Reporting Guide at:
<http://titleix.msu.edu/files/documents/RVSM%20Mandatory%20Reporting%20Guide%20.pdf>

MSU's Anti-Discrimination Policy Prohibits Harassment or Discrimination Based

Upon:	
RACE	COLOR
GENDER	RELIGION
NATIONAL ORIGIN	POLITICAL PERSUASION
SEXUAL ORIENTATION	MARITAL STATUS
DISABILITY STATUS	HEIGHT
WEIGHT	VETERAN STATUS
AGE	GENDER IDENTITY

Other Important Policies

- **Short-term Disability (medical leave)**
- **Vacation**
- **Parental Leave**
- **Family and Medical Leave**
 - Provides up to 12 weeks in a fiscal year period of unpaid leave (or paid leave if earned) for FMLA-qualifying needs
- **Leaves of Absence Without Pay**
- **Modified duty (tenure system and HP)**

Some Final Key Resources

- **Faculty and Academic Staff Handbooks**

- **Faculty:**

- <https://hr.msu.edu/policies-procedures/faculty-academic-staff/faculty-handbook/index.html>

- **Health Programs:**

- <https://hr.msu.edu/policies-procedures/faculty-academic-staff/health-programs-faculty-handbook/index.html>

- **Librarian:**

Some Final Key Resources

- **Faculty and Academic Staff Handbooks**

- **Specialist:**

<https://hr.msu.edu/policies-procedures/faculty-academic-staff/academic-specialist-handbook/index.html>

- **MSU Extension:**

http://www.canr.msu.edu/od/uploads/files/Human_Resources/Administrative_Handbook/Administrative_Handbook.pdf

Some Final Key Resources

- **Melanie Trowbridge, Assistant Director, Academic Human Resources, mjt@msu.edu**
- **Kara Yermak, Assistant Director, Academic Human Resources, burtkara@msu.edu**
- **Juli Wade, Associate Provost Designee, Academic Advancement Network, wadej@msu.edu**
- **Your college's Faculty Excellence Advocate (FEA)**

***Enjoy a 10 minute
Break***

***Don't forget to have a free
professional photo taken today!***