

**August 2017**

**New Administrators Workshop**

**DEVELOPING LEADERSHIP AND  
ADMINISTRATIVE EXCELLENCE**

Welcome from the Office of the Provost

# Welcome, Introductions and Thanks

Cindi Leverich

Leadership Development,  
Academic Advancement  
Network

Melanie Trowbridge

Assistant Director,  
Academic Human  
Resources

Kara Yermak

Assistant Director,  
Academic Human  
Resources

# Purposes and Goals

- Introduction to MSU: mission, goals, priorities, culture, organization, administrative approaches, policies, regulations, processes
- Meet campus leaders
- Learn about key units and how they can assist
- Network with colleagues
- Provide a forum to answer your questions and address your concerns

# Agenda – August 8th

## MSU Culture, Values, and History

Provost June Pierce Youatt

A Culture of High Performance

The Office for Inclusion and Intercultural Initiatives

MSU Finances: Cultural and Historical Perspective

Communications and Branding

Development and Fundraising

Panel: Supporting Faculty, Academic Staff and Leaders at MSU

# Agenda - August 9<sup>th</sup> Leading and Managing at MSU

Student Affairs and Services

MSU Academic Human Resources

Panel: Associate Provost Offices

Research at MSU

# Agenda -August 15<sup>th</sup>

## Leading and Managing at MSU

“Things That Come Across Our Desks”

Internal Audit

The Legal and Regulatory Environment: Overview of Resources

Panel: Campus Resources

Leading University Support Staff Effectively

Reflections from New Campus Administrators

# Logistics

- Restrooms
- Refreshments in the break area
- Lunch is in the Atrium each day
- Wear and Reuse Name Tags
- NAO Web Site
- Leave table tent on the table
- Benefits, MSU ID, and Parking
- Evaluations
- Walking tour

Provost  
June Pierce Youatt



# A Culture of High Performance

**Satish Udpa, Executive Vice President for  
Administrative Services and University  
Distinguished Professor**

# The Office for Inclusion and Intercultural Initiatives

**Paulette Granberry Russell**

**Senior Advisor to the President,**

**And Director, OIII**

# MSU Finances: Cultural and Historical Perspective

**Brent Johnson, University Budget Officer,  
Office of Planning and Budgets**

# Communications and Branding

**Todd Carter, Assistant Vice President,  
Communications and Brand Strategy**

# Development and Fundraising

**Robert Groves, Vice President, University  
Advancement**

# Supporting Faculty, Academic Staff and Leaders at MSU

**Ann Austin, Assistant Provost for Faculty Development – Academic Career Paths**

**Jeff Grabill, Associate Provost for Teaching, Learning and Technology**

**Beronda Montgomery, Assistant Provost for Faculty Development – Research**

**Juli Wade, Assistant Provost for Faculty Development – Leadership Development**

# Your Assignment



1. Visualize the best academic administrator you have seen.



2. What are the 2-3 most significant things she/he did that led to administrative success?



3. With your table colleagues, what are your consensus top 5 things academic administrators can do to be successful?

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Welcome to Day Two



# Agenda - August 9<sup>th</sup>

## Leading and Managing at MSU

Student Affairs and Services

MSU Academic Human Resources

Panel: Associate Provost Offices

Research at MSU

# Student Affairs and Services

**Denise Maybank**

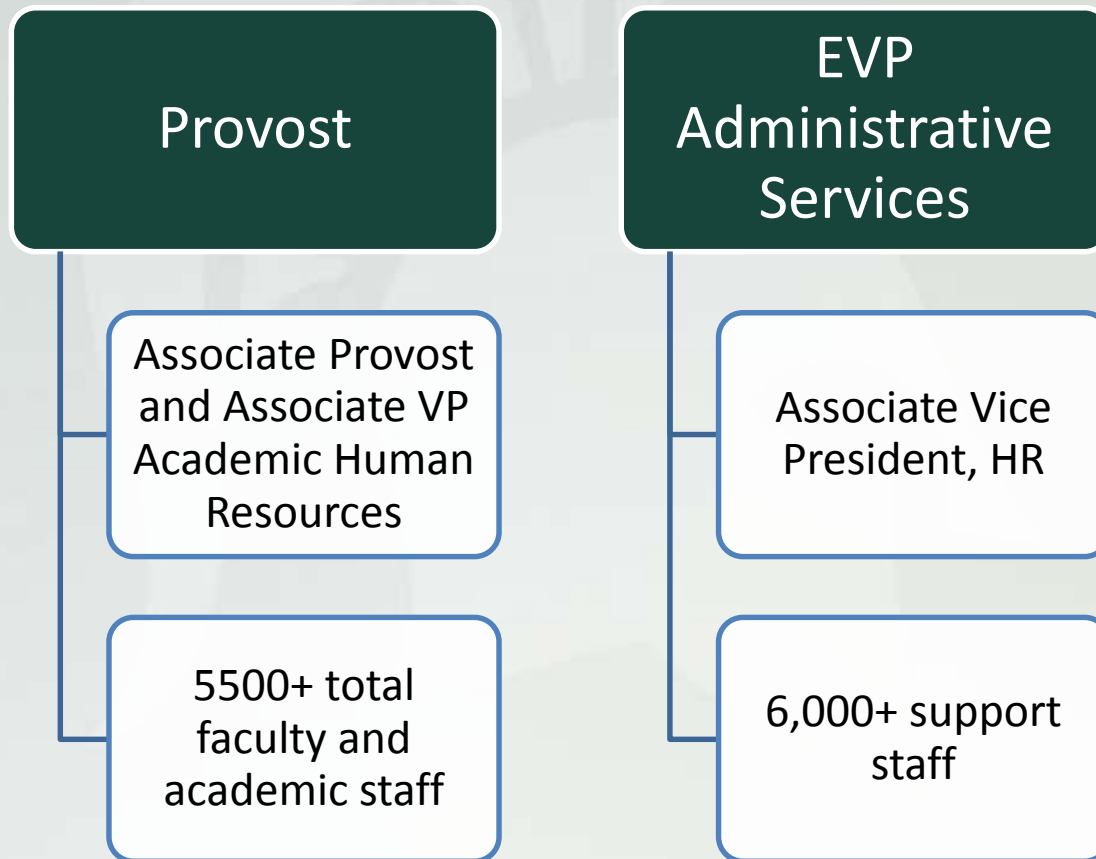
**Vice President, Student Affairs and Services**

# Academic Human Resources

**Theodore H. Curry II**

**Associate Provost and Associate Vice President,  
Academic Human Resources**

# Human Resources at MSU



# Topics for Today

- Key dates
- The hiring process
- Work-life policies and dual career accommodations
- Reappointment, promotion, and tenure
- Faculty performance review process
- Merit raise process
- Academic specialists
- Fixed term faculty and HP faculty
- UNTF
- Retirement
- Personnel records/file
- Academic governance
- The NSF ADVANCE ADAPP Grant
- The Mentoring Policy

# 2017-18 Key Dates for Administrators

- New Faculty Orientation- Tenure System Faculty, HP, NSCL, Librarians, Fixed Term – **August 22**
- Technology workshop for new faculty –**August 15 or August 21**
- Effective Teaching and Learning Boot Camp-**August 16-18**
- Active Shooter and Emergency Response Training-**August 24**
- University Awards – **Due October 5**
  - Distinguished Faculty, Teacher Scholar, Distinguished Academic Staff Awards
- Survive and Thrive
  - For Academic Specialists-**September 14, 2017**
  - For Tenure System and From Assistant to Associate – **February 19, 2018**
- Reappointment, Promotion and Tenure – **Fall start**
- Strategic Planning – **September through November**
- Budget Request Process – **January through February**

# ADAPP - ADVANCE

- In Fall 2008 (through 2014), MSU was awarded a 3.98 million Institutional Transformation grant
- The initiative, *Advancing Diversity through the Alignment of Policies and Practices (ADAPP)*, provided support for MSU colleges in a sweeping effort to align our values of diversity and quality with AHR policies
- Originally focused on increased inclusion of women in STEM in the Colleges of Engineering, Social Science, and Natural Science
- Focus was expanded in 2010 to all colleges



# ADVANCE/ADAPP was an opportunity ...

Not only to accomplish the extraordinarily important objectives we proposed in the grant with respect to women faculty in SSC, CNS, and EGR, but also to:

- Improve and leverage practices across the institution
- Increase the quality and diversity of the entire MSU faculty



# ADAPP - Our Six Guiding Principles



# ADAPP - Continued

- In sum, the ADAPP 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).

# What is a Faculty Excellence Advocate (FEA)?

- A senior faculty member or associate dean that works with departments, faculty advisory committees, college administration, faculty, as well as MSU Academic Human Resources and OIII to advocate for quality & inclusiveness in the college.
- 20% or more of appointment is funded from the Provost

# The Hiring Process for Faculty and Academic Staff

- Link planning with position approval
  1. Deans have been delegated authority, except for positions with tenure
  2. Vacancies are addressed in annual budget process
  3. Vacancies resulting from non-reappointment are generally returned to the College
- Diversity/Quality – New hires should be an improvement over the previous cohort

# The Hiring Process for Faculty and Academic Staff

- Effective search/outreach – aggressive recruitment to develop a diverse, high quality pool
  - FEA’s work with search committees
- Special needs, modifications/waivers
  1. Higher rank than advertised
  2. Additional resources to “top up” salary or fund and “opportunity” hire
  3. Spousal appointments/special opportunities

# Retention Issues

- “Money can’t buy you love, but love can save you money.”
- You do not have to, nor should you wait, until someone has an official offer from another institution.
- Use the “Provost Market” raise process.
- Request help from the Dean and Office of the Provost as needed.

# Pay & Benefits

- **Faculty and academic staff are paid the last working day of the month.**
- **AY employees are paid during the duty period (8/16 – 5/15)**
- **Health Care Benefits**
  - Premium sharing (14% of premium cost for full-time faculty/academic staff; plus difference between lowest cost plan and plan chosen)
- **Course Fee Courtesy**
  - 50% credit of one-half of the applicable Michigan resident on-campus undergraduate course fees for a first bachelor's degree for spouses and dependent children (immediately available to tenure system and HP faculty; extended to full-time fixed term faculty and academic staff with at least 60 full-time equivalent service months.)

# Joint Appointments

- To promote interdisciplinary and multi disciplinary work, MSU has a substantial number of faculty who are jointly appointed in more than one academic unit.
- The MSU **Multiple Appointment Memorandum** must be completed and available to the faculty member which identifies the primary unit with responsibility and final decision for salary increases, promotion, reappointment, tenure and leave eligibility.
- All units, including the primary unit, participate in discussions and reach agreement about the initial appointment recommendation and have the opportunity to provide an evaluation of the faculty member concerning salary increases, promotion, reappointment, tenure and leave eligibility, although the primary unit has the final responsibility for such actions.
- **We do not allow 50/50 appointments.**



# 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.

# Extending the RPT 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

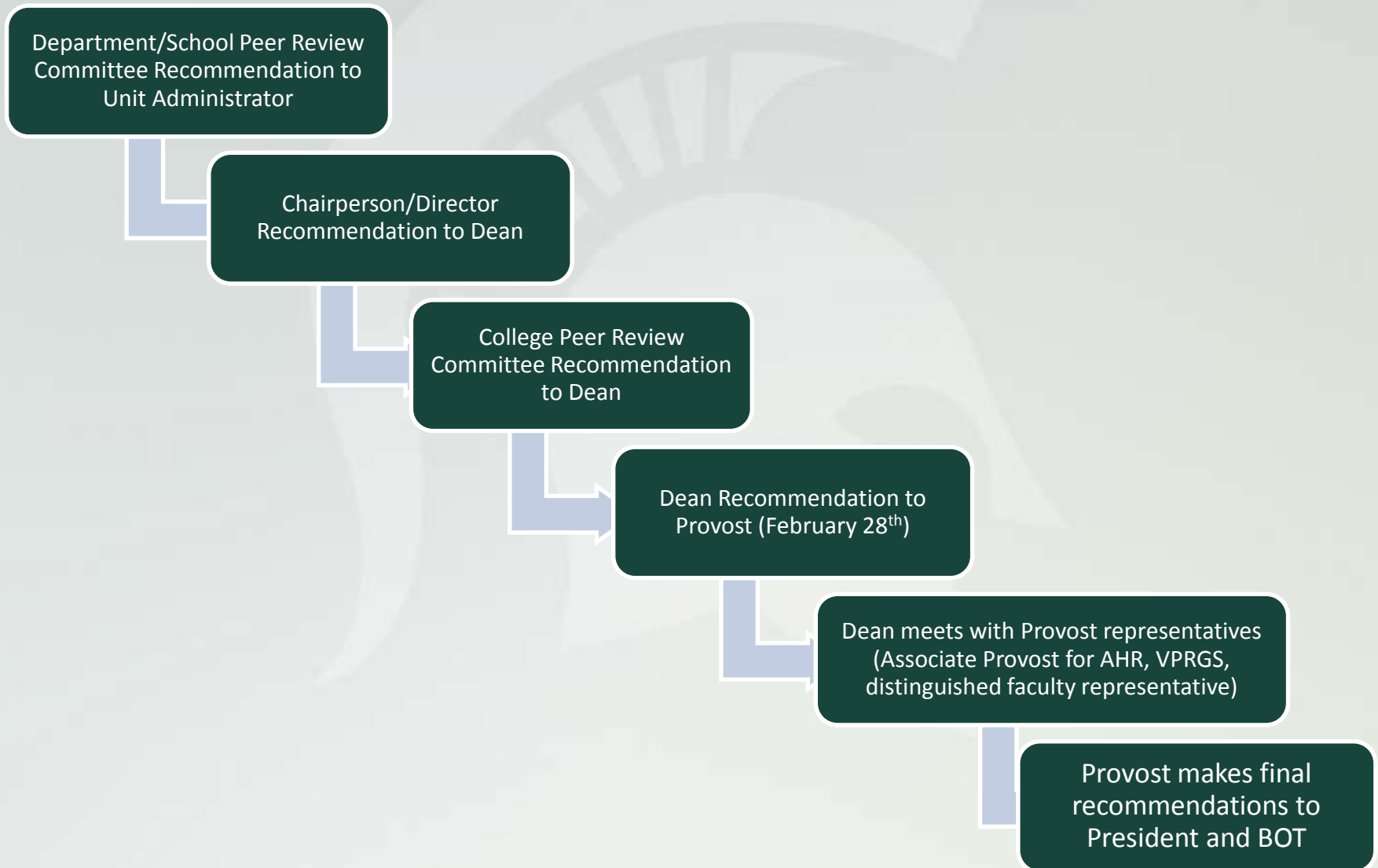
# Extensions Granted Automatically Upon Faculty Request

- 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 RPT Timeline (Extending the Tenure Clock)

- Extensions **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 Reappointment, Tenure and Promotion and Review Process



# The Annual Memorandum on “Appointment, Reappointment, Promotion and Tenure”

*Selected Quotes*



# Reappointment, Promotion and Tenure

- At MSU, faculty are expected to be both active scholars and student-focused, demonstrating substantial scholarship and ability to promote learning through our on-campus and off-campus education and research programs.
- 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.

# Reappointment, Promotion and Tenure

- Assessment of faculty performance should recognize the importance of both teaching and research and their extension beyond the borders of the campus as part of the outreach dimension.
- The achievement and performance level required must be competitive with faculties of leading research-intensive, land-grant universities of international scope. (comparison is important)

# Reappointment, Promotion and Tenure

- 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.**

# Reappointment, Promotion and Tenure

- A recommendation for promotion from associate professor to 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 at peer universities. A reasonably long period in rank before promotion is usually necessary to provide a basis in actual performance to permit endorsement of the individual as an **expert of national stature and to predict continuous, long-term, high-quality professional achievement.**

# Reappointment, Promotion and Tenure

- 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.

# Reappointment, Promotion and Tenure

## **Key policies**

1. Appointment, Reappointment, Promotion and Tenure
2. Non-Tenured Faculty in the Tenure System
3. Faculty Review
4. Faculty Mentoring Policy

## **Historical summary numbers (see handout)**

1. Relatively stable number of tenure system faculty
2. Growing faculty diversity

## **RPT form – “Form D”**

# Changing Climate for Reappointment, Promotion and Tenure

- Annual written performance reviews are submitted with packets
- Information requested on votes of department/school and College RPT committees
- Information requested on external peer review letters solicited and received
- Evidence of contribution/leadership in collaborative efforts is expected
- Where relevant, evidence of senior authorship, grant-seeking, producing Ph.Ds (varies by discipline)

## Early tenure

- Performance prior to MSU appointment is recognized for tenure, the shorter the time at MSU, the more exceptional must be the record.

# Faculty Performance Reviews



# The MSU Process

- MSU has a minimalist policy for annual reviews for faculty and academic staff, e.g. there is no standard form or required time period for the review.
- The unit process must be clearly defined by bylaws or established policies.
- For faculty with joint appointments, a lead administrator shall be designated.

# Faculty Performance Review at MSU: Principles

- Annual, written reviews required for all tenure system and fixed term faculty.
- Unit shall have clearly formulated written criteria and shall provide these at the time of appointment, and as necessary, to clarify expectations.
- Faculty shall be informed of factors used for evaluation, their evaluation on each of these factors and the relationship between their performance and decisions on merit salary adjustments and, if appropriate, on RPT.
- Faculty are entitled to have all their assigned duties given weight in the evaluation.
- Annual assessments of faculty reviews shall be reflected in recommendations to the Provost's Office regarding RPT.

# Faculty Performance Review at MSU: Implementation Guidelines

- The full process, including feedback to faculty should be completed before beginning of fall semester
- Faculty are required to submit a written summary of activities
- Where bylaws or procedures call for peer review, administrator will consider that input
- Written evaluation shall be provided within 3 months of the completion of the evaluation
- Faculty member responses received within one month become a part of the documentation
- Documentation resides in the faculty member's **unit** personnel file
- Faculty member has a right to meet with the administrator after the written review

# The Ideal Process: The Prerequisites

**College/unit mission, vision, and values**



**Clear guidelines for fair and equitable faculty workloads**



**Unit establishment of performance criteria and standards**

Criteria – relative importance of teaching, research, outreach, service

Standards – the definition and determination of excellence

# THE IDEAL PROCESS

An individually tailored career development plan based upon unit mission, objectives, and standards established with faculty input



Yearly update of the plan



The plan (as updated) would serve as the basis for the annual review



Faculty self-appraisal and oral input



Peer review and advice to the administrator

# THE IDEAL PROCESS (Continued)

Separate discussion of performance from discussion about compensation



Do not finalize the written review without an opportunity for faculty member feedback



**NO SURPRISES** in any part of the process

# Merit Raise Process

- Salary/market adjustment guidelines for 2017-18
  1. 2.50% merit adjustments (non-union)
  2. 0.50% Provost market pool
- Deans may withhold up to 0.15% for differential distribution
- Salary increase process initiated through recommendations from governance: the University Committee on Faculty Affairs, the Academic Specialist Advisory Committee, the Postdoctoral Fellows Association
- Review process for deans and department chairpersons/school directors
- Provost market – limited to 20% of meritorious college faculty and academic staff
- Strong link expected between performance and merit salary adjustment

# Merit Raise Process

- Faculty Handbook requires faculty consultation on unit criteria; many chairs also receive advice on individual assessments/adjustments.
- Market adjustments are reserved for faculty who have consistently received merit adjustments above unit averages over the past three years.
- Central funding for promotional increases, including those reappointed with tenure (may be supplemented by units)
  1. Professor - \$2,500
  2. Associate Professor - \$2,000
  3. Senior Academic Specialist/NSCL - \$2,000
  4. Continuing Academic Specialist - \$2,000



# Faculty Mentoring Policy

- Effective in the 2011-12 academic year, each college was required to adopt a formal mentoring program.
- Many colleges allow plans on a unit level.
- 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) has developed a program that is most relevant to its needs based upon evidence based best practices.

# Faculty Mentoring Principles

- One plan for those with joint appointments.
- At a minimum, plan must cover pre-tenure, tenure system faculty.
- A faculty member may choose not to have a mentor(s).
- Conflicts of interest should be minimized, confidentiality protected, and all faculty members provided an environment in which they can address concerns without fear of retribution.
- FEA's have been engaged in a five year evaluation of the policy.

# Academic Specialists

- A title unique to MSU
- Functional areas:
  1. Teaching
  2. Advising
  3. Curriculum development
  4. Outreach
  5. Research
- Continuing vs. fixed term appointments
- Promotion to Senior Academic Specialist
- Annual review
- Academic Specialist Advisory Committee

# Fixed Term, Research Faculty, and Health Programs Appointments

- HP and Research Faculty appointments are multiple year with promotional process similar to tenure system faculty
- Research Faculty appointments must be supported by external funding
- Other fixed term appointments are one year, unless a special exception is granted by the Office of the Provost
- Notice for non-reappointment
  1. Fixed term appointment/reappointment memo
  2. 90-day notice for specialists and Health Programs faculty
- Appointments can be terminated prior to expiration for budgetary reasons with at least 30 days notice and prior approval by the Office of the Provost

# The Union of Non-Tenure Track Faculty

- In May 2010 a four-year 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.
- In May 2014 a new collective bargaining agreement was renewed with the UNTF which expires in May 2018.

# The Union of Non-Tenure Track Faculty

- **Those included:**
  - **Fixed term faculty and specialists are covered 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.**

# The Union of Non-Tenure Track Faculty

- **Major exclusions**
  - Those in continuing appointment systems, e.g tenure system faculty or academic specialists in continuing appointment system
  - 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

# The Union of Non-Tenure Track Faculty

- **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



# The Union of Non-Tenure Track Faculty

- 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
- May be laid off either in full or have their appointment fraction reduced for a number of reasons, including low enrollment, budget, etc.
- There are no seniority provisions or preferential recall rights

# The Union of Non-Tenure Track Faculty

- There is a grievance procedure for disputes arising under the contract that terminates with an independent arbitrator.
- The arbitrator cannot rule on academic matters.
- The Faculty Grievance Procedure is still applicable for those issues not addressed in the contract.

# The Union of Non-Tenure Track Faculty

- Each unit must have a policy and procedures for the evaluation of fixed term faculty, including those in the UNTF.
- A copy must be provided to the employee
- A model policy and procedure has been provided.

# The Union of Non-Tenure Track Faculty

- Designation B
  - If awarded, employee receives a three year rolling 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 the appointment period is no less than 3 years

# The Union of Non-Tenure Track Faculty and Right to Work Law

- MI Right to Work law went into effect March 28, 2013
- Bargaining unit member vs. UNTF member
  - Covered fixed term faculty and specialists can either:
    1. Voluntarily join the union and pay dues (1.6%)
    2. Voluntarily pay instead a representation fee (1.44%)
    3. Voluntarily not join
- Whether or not a bargaining unit member chooses to join the union or pay the fee, they are still covered by all aspects of the contract.

# Personnel File Guidance

- Bullard-Plawecki Right to Know Act provides all employees and former employees with access to personal records (regardless of format or location).
  - Right to copy and dispute information
  - Information to which the employee did not have access cannot be used by the employer in a judicial or quasi judicial hearing
  - Medical information must not be included in the personnel file
- The Michigan Freedom of Information Act also provides the public with broad access to University records, including most personnel records.

# Academic Governance

- MSU Academic Governance was established in 1955
- Professor Laura McCabe (College of Natural Science) is Chairperson of the Faculty Senate
  - Selected from a slate of at-large faculty representatives on the Steering Committee by vote of the members of the Faculty Senate
- University Level Committees include:
  - The Steering Committee
  - Faculty Senate
  - University Council
  - Academic Congress
  - University Committee on Undergraduate Studies
  - University Committee on Graduate Studies
  - University Curriculum Committee
  - University Committee on Faculty Affairs
  - University Committee on Faculty Tenure

# The Role of the Faculty Grievance Official

- The Faculty Grievance Office responds to inquiries from MSU faculty, academic staff and administrators concerning alleged violations of MSU policies and practices. The FGO attempts to informally resolve grievances between faculty, academic staff and their administrators; schedules and conducts formal grievance hearings when necessary; works with the General Counsel and Provost offices and the University Committee on Faculty Affairs (UCFA) to help resolve disputes and to review and recommend changes in MSU Human Resource policies, including the faculty grievance policy, when appropriate; and carries out other administrative duties connected with provisions of the MSU *Faculty Grievance Policy*(FGP)





# **AHR**

## **Work-Life Policies/Dual Career Accommodations**

# Work-Life Policies

## Types of Leave

1. [Short-term Disability](#) (medical leave)
2. [Parental Leave](#)
3. [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
4. [Leave of absence without pay](#)

# Modified Duties Policy

- Faculty (tenure system and HP) are permitted to request a modified workload and flexible schedule, without a reduction in effort and salary,
  - for up to one semester,
  - within twelve months after a new child under the age of 6 and/or not attending school full-time enters the home.

# Modified Duties Policy

- Eligibility for modified duties is in addition to any paid short-term disability and/or parental leaves received by the faculty member.
- If approved, the department/school (and/or College) is responsible for arranging for coverage of direct teaching responsibilities for the period of modified duties.
- Because the period of modified duties is **not** a leave, it is not subject to any requirement for payback, i.e., the faculty member may not be asked to make up the released teaching before or after the period of modified duties.

# Modified Duties Policy

- A period of modified duties does **not** automatically change the tenure system probationary appointment end date. The probationary appointment end date may be extended under the provisions of the policy on “Extending the RPT Timeline.”

# Dual Career Accommodations

## Importance

- Need for family support/improve morale
- Market necessity
- Faculty productivity

# Elements of MSU Dual Career Program

- Because these are recruitment contingent hires, no waiver of regular search procedures is required
- Unit decision-making authority: maintenance of standards
- Financial support principles: central/local partnerships
  - Sharing creates unit commitment
- Flexible options:
  - Tenure system
  - Fixed term
  - Bridge to next vacant position
- MI WIN
- Michigan HERC

# Important Caveats

- Increasingly important: as many as 1/3 to 1/2 of tenure system new hires during a single year had some form of partner/spousal accommodation
- AHR will continue to ensure that the program is well known across academic units
- While the program is generally limited to faculty and academic staff positions, we have increased flexibility through MI WIN and MI HERC for support staff partner/spousal accommodations



Remember! Each case is fact and individual specific. Please call or email Academic HR for assistance as early as possible.

# Outside Work for Pay

- This policy applies to faculty and executive managers
- During the duty period – **prior approval required**, average of 4 days per month limit
- During the non-duty period – the faculty member must notify the unit administrator by submitting the authorization form; the four day limit does not apply, but the unit administrator must still insure that the work will not adversely affect the University's interests or violate policies

# Dual Appointment Policy

- Faculty/academic staff holding a full-time, paid appointment at Michigan State University may not during the term of the appointment, nor while on leave of absence, simultaneously hold a paid appointment at another institution
- Exceptions to this policy must be approved in advance by the Dean and by the Provost and Executive Vice President for Academic Affairs (or designee)

# Retirement

## Rules

- 62 years of age and 15 years of service, or
- 25 years of service

## Early retirement

## Consultantships

- Eligibility discontinued for appointments on or after January 1, 1992

## Preparing for retirement

- HR Counseling
- “The Road Next Traveled”

## Working retirement appointment

# Some Final Thoughts

- We are here to help you. Call and get advice.
- Use your college and department/school resources
  - Administrative assistant and budget officer
  - College budget/HR officer
- Get familiar with the Faculty Handbook, Code of Teaching Responsibility, and Academic Governance

# Some Final Thoughts

- Use this workshop as a way to reach out to your faculty and department/school advisory committee
  - Remind them of available resources, e.g.
    - Academic Advancement Network (AAN)
    - Associate Deans – Research, Graduate Education, Undergraduate Education, Faculty Development
    - VP of Research
    - Graduate School
    - Resource Center for Persons with Disabilities
    - Faculty Excellence Advocates

# Some Final Thoughts

- Discuss/review/distribute important policies
  - Outside work for pay
  - Relationship Violence and Sexual Misconduct
  - Conflict of Interest in Employment
  - Conflict of Interest in Educational Responsibilities Resulting from Consensual Amorous or Sexual Relationships
  - Academic Freedom
  - Post-tenure review

# Some Final Thoughts

- Talk about and try to reaffirm the unit's vision and values.
- Use these to guide your actions.
- Maintain balance in all you do. Don't let the job take all of your time.
- Have fun!



# Advice

1. Bookmark the combined Academic Human Resources/Human Resources website: <http://www.hr.msu.edu/> (see handout)
  - This includes the very important Faculty Handbook
2. Use the following resources:
  - Department administrative assistant
  - Dean's office (college budget officer, assistant/associate/dean)
  - Terry Curry , Associate Provost and Associate Vice President for Academic Human Resources
  - Melanie Trowbridge, Assistant Director, Academic Human Resources
  - Kara Yermak, Assistant Director, Academic Human Resources
  - Paulette Granberry Russell, Senior Advisor to the President for Diversity and Director, Office of Inclusion and Intercultural Initiatives
  - William Donohue, Faculty Grievance Official
  - Bob Caldwell, Ombudsperson
  - Barbara Roberts, Senior Advisor to the Provost for WorkLife Office
3. Use the Resources section in your notebook

# Some Final Key Resources

- [Faculty & Academic Handbooks](#)
  - Faculty Handbook
  - Academic Specialist Handbook
  - Librarian Handbook
  - Health Programs Handbook
  - Academic Hiring Manual
  - Handbook for Faculty Searches
- [Academic Advancement Network](#)
- Your college's [Faculty Excellence Advocate \(FEA\)](#)

# Associate Provost Offices

**Hiram Fitzgerald, University Outreach and Engagement**

**John Gaboury, Academic Services, Enrollment Management and Academic Initiatives**

**Judith Stoddart, Graduate Education**

**Mark Largent, Undergraduate Education**

**DeAndra Beck, International Studies and Programs**

# Research at MSU

**Stephen Hsu, Vice President for Research and  
Graduate Studies**

**Paul Hunt, Senior Vice President for Research and  
Graduate Studies**

**J.R. Haywood, Assistant Vice President, Regulatory  
Affairs**

**Jim Pivarnik, Research Integrity Officer**