

Context: Recruited in 2013 in a national search to **align department with college/university research mission** (e.g., grant dollars, publications). In 2013, roughly 50% of the 18 tenure stream faculty were not research active and administrative services were not streamlined. The table summarizes the department's **climate shifting processes**. While all processes were/are important in **managing change while inspiring forward**, the **most substantial climate shifting processes are highlighted in gold and bolded**. The climate shifts were possible through **faculty (and staff) consensus building** and support from the Offices of the Provost and Dean (note: College had 3 Deans over the 5-year period below).

YEAR 1 (13-14): Ready, Set, (Grow?)	YEAR 2 (14-15) Bear Down	YEAR 3 (15-16) It's Working	YEAR 4 (16-17) It's Working?	YEAR 5 (17-18) Cruise Control (A Little Bit)
<p>Self-study: Leadership & social justice readings, CIC Chair Training, F&OD, yoga</p> <p>Dept. study: Retreats in Aug & Jan at Eagle Eye Golf Course</p> <p>Fall semester:</p> <p>Interview faculty & staff re: areas of enthusiasm and concern; summarize & discuss themes.</p> <p>Introduce Academic Analytics (AA) metrics and draft faculty workload policy with Department Advisory Committee (DAC), to begin AA/research focus; reward federal grant getting through reduced teaching loads.</p> <p>Search initiated for two (2) new research-active faculty.</p> <p>Spring semester:</p> <p>Post-tenure review: Under-performance highlighted in faculty annual review letters & PIPs started.</p> <p>Annual raises aligned with faculty performance.</p> <p>"Intangibles" involved hours of conversation/individual meetings with faculty using methods like walking laps at Jennison Fieldhouse to facilitate change in perspective.</p>	<p>Self-study: Leadership & social justice readings, CIC-ALP Fellow, F&OD, yoga</p> <p>Dept. study: Retreats in Aug & Jan at chair's house</p> <p>Fall semester:</p> <p>Strategic planning initiated, followed by document outlining dept. research goals; reworked by DAC and the faculty & voted upon.</p> <p>Based on AA metric review, Department Research Plan & Faculty Evaluation System are redesigned (using models from stronger depts.).</p> <p>Two (2) new research-active faculty join dept.</p> <p>Search initiated for one (1) new research-active faculty.</p> <p>Chair travels extensively with university & college development/fundraising, hosts donor events.</p> <p>Spring semester:</p> <p>Appoint two (2) dept. associate chairs; one focuses on research infrastructure including establishing grant review committee & bimonthly research meetings.</p> <p>Pilot new Faculty Evaluation System.</p> <p>Post-tenure review: Under-performance highlighted in faculty annual review letters & PIPs started.</p>	<p>Self-study: Leadership & social justice readings, F&OD, yoga</p> <p>Dept. study: Retreat at chair's house (Aug) with strategic planning on diversity, plus curriculum retreat with faculty subgroup & diversity discussions.</p> <p>Fall semester:</p> <p>More AA metric review, Strategic Planning Document & Research Plan guides dept. discussions.</p> <p>Grant review committee is active, plus bimonthly research meetings.</p> <p>Begin plans to reduce standard teaching load from four (4) to three (3) courses per year to protect faculty time for research.</p> <p>Curriculum subcommittee tasked with developing graduate methods/statistics training to unify graduate training and strengthen students' analysis skills.</p> <p>Dept.-sponsored events on diversity & social justice.</p> <p>One (1) new research-active faculty joins dept.</p> <p>Search initiated for two (2) new research-active faculty.</p> <p>Chair leads 3 leadership seminars for undergraduates connected to fundraising, plus hosts donor events.</p> <p>Spring semester:</p> <p>Hold administrative staff accountable. New Office Manager promotes redesign of administrative services.</p> <p>Dept.-sponsored events on diversity & social justice.</p> <p>New Faculty Evaluation System goes into effect.</p> <p>Post-tenure review continues.</p> <p>New Graduate Director assumes position following director of 13 years. Begins innovations.</p> <p>Fundraising (plus support from college & provost) allows for widespread facility renovations, including statistical training laboratory & open-concept workspace and conference areas.</p>	<p><i>Net change in faculty from year 1: 5 faculty retired, 1 on reduced appointment; 6 incoming faculty</i></p> <p>Self-study: Leadership & social justice readings, AAN, yoga, golf</p> <p>Dept. study: Strategic planning at Breslin Center (Aug) focused on Good-to-Great & dept. unity, discussion with Tom Izzo. Retreat (Aug), focus on AA metrics.</p> <p>Fall semester:</p> <p>Faculty meetings redesigned (2x month for 1 hour) based on Think Tank to enhance dept. unity, including alternating auto-biographical research seminars.</p> <p>Chair initiates weekly Leadership Team meetings</p> <p>Three (3) course teaching load goes into effect to protect faculty research time.</p> <p>Graduate methods/statistics sequence goes into effect to unify graduate training.</p> <p>Graduate Director continues innovations (e.g., redesigning Graduate Interviews with "ignite talks" & enhancing funding packages w/ scholarships).</p> <p>Dept.-sponsored post-Presidential election discussions around diversity/inclusion.</p> <p>Three (3) new research-active faculty join dept.</p> <p>Search initiated for one (1) research active faculty.</p> <p>Administrative services redesign continues.</p> <p>Chair leads leadership institute for undergraduates connected to fundraising; focus on diversity. Fundraising supports graduate student to sustain institute.</p> <p>Spring semester:</p> <p>Graduate Director continues systematic innovations; result is strong incoming graduate student cohort & substantial faculty "buy in." But, Graduate Director steps down & new Graduate Director takes office.</p> <p>Hold administrative staff accountable.</p> <p>Fundraising allows for more facility renovations, including more open-concept workspace.</p>	<p><i>Net change in faculty from year 1: 6 faculty retired, 1 suspended, 1 recruited to R1; 7 incoming faculty</i></p> <p>Self-study: Yoga, AAN, Center for Creative Leadership workshop</p> <p>Dept. study: Retreat at Lugnuts Stadium (Aug) followed by Hopcat Mixer with grad. students -- stellar presentations & discussion facilitation by dept. committees. New college strategic plan underscores dept. research focus & areas for growth.</p> <p>Fall semester:</p> <p>Faculty meetings resume 1xmonth for 2 hours to allow for in-depth discussion; tone changes and discussions are robust and fun (due to work of the dept. committees).</p> <p>Weekly Leadership Team meetings continue.</p> <p>Curriculum committee facilitates dialogue to help advance dept. identity and strengthen curriculum (coinciding with faculty changes).</p> <p>Diversity committee provides compelling data on dept. strengths and weaknesses; proposes plan for augmenting.</p> <p>New Office Manager stabilizes services and builds a strong customer-oriented office staff.</p> <p>One (1) research active faculty joins department.</p> <p>Chair leads leadership institute for undergraduates connected to fundraising; focus on diversity. Fundraising supports staff to sustain institute.</p> <p>Spring semester:</p> <p>TBD</p>
<p>Notable Outcomes:</p> <ul style="list-style-type: none"> Tone for accountable research culture begins. Two (2) research-active faculty hired. 	<p>Notable Outcomes:</p> <ul style="list-style-type: none"> Tone for accountable research culture solidifies. Grant-getting & fundraising grow. One (1) research-inactive faculty signs retirement MOU. One (1) research-active faculty hired. 	<p>Notable Outcomes:</p> <ul style="list-style-type: none"> Dept. rises to top third in College in federal-grant indirect cost recovery. Fundraising grows by 300%. Admin. services re-hauled. Four (4) research-inactive faculty sign retirement MOUs. One (1) research-inactive faculty moves to reduced appointment. Three (3) research-active faculty hired (including one opportunity hire). 	<p>Notable Outcomes:</p> <ul style="list-style-type: none"> Grant-getting & fundraising continue to rise (e.g., 4 multi-million dollar grants). Strong graduate student cohort recruited, plus dept. unity grows through graduate interview days. One (1) research-inactive faculty moves from reduced appointment to suspension; two (2) admin. staff change depts. or retire. One (1) research faculty hired. 	<p>Notable Outcomes (thus far):</p> <ul style="list-style-type: none"> Grant-getting & fundraising continue to rise. Two (2) faculty win national awards (relevant to AA metrics). Dept. unity grows due to strong work of committees. Administrative services on strong trajectory due to strong Office Manager. One (1) research-inactive faculty signs retirement MOU, one (1) is serving suspension. One (1) research faculty hired.