

New Administrator Orientation

Day Two – Wednesday, August 8th

Wednesday, August 8th

Leading and Managing at MSU

- Office for Inclusion and Intercultural Initiatives
- Academic Human Resources
- The Legal and Regulatory Environment: Overview of Resources
- Research

The Office for Inclusion and Intercultural Initiatives

Paulette Granberry Russell

Senior Advisor to the President,

And Director, OIII

Academic Human Resources

Theodore H. Curry II

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

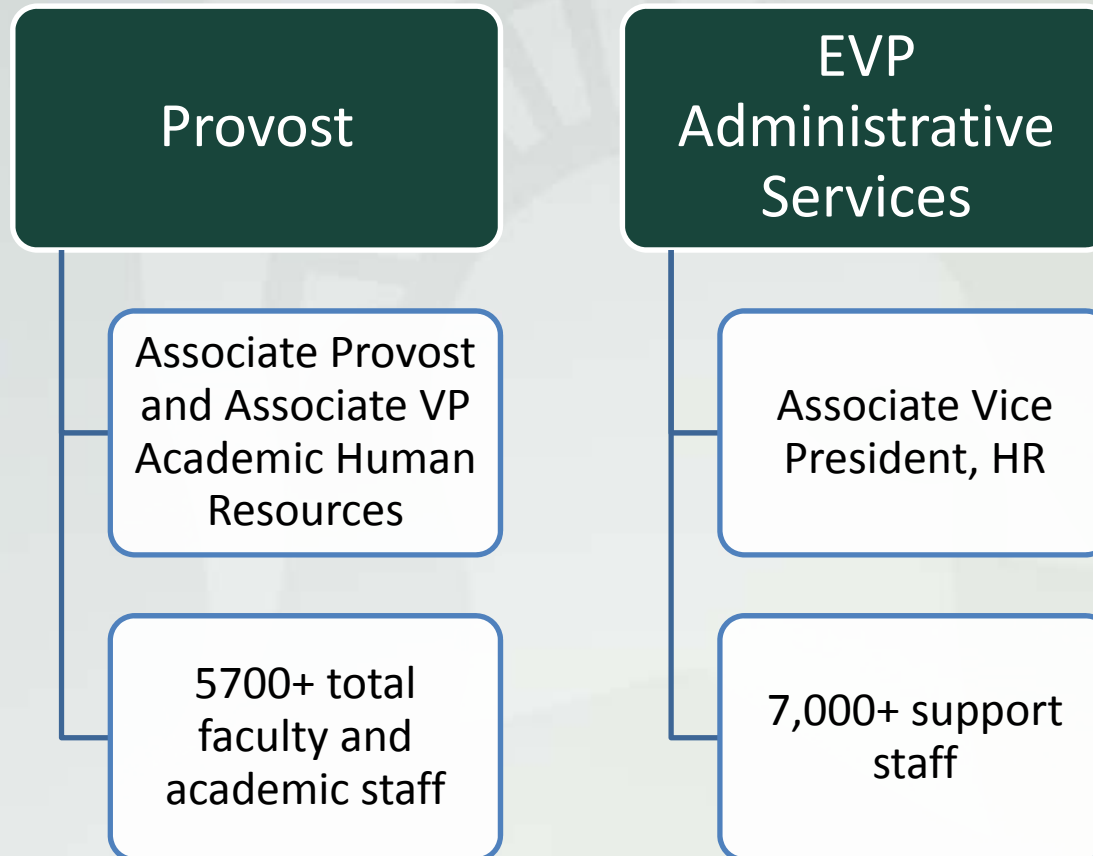
TWO RULES NEVER TO BE FORGOTTEN!



Call and get advise before you do something, not after you've done it.

Don't spend more than 5 minutes searching for the answer to an AHR question. Contact us and we will help.

Human Resources at MSU



Faculty and Academic Staff Titles



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

2018-19 Key Dates for Administrators

- New Faculty Orientation- Tenure System Faculty, HP, NSCL, Librarians, Fixed Term – **August 21**
- Technology workshop for new faculty – **August 14 or August 22**
- Effective Teaching and Learning Boot Camp – **August 15-17**
- Active Shooter and Emergency Response Training – **August 28**
- University Awards – **Due October 4**
 - Distinguished Faculty, Teacher Scholar, Distinguished Academic Staff Awards
- Thriving Sessions
 - For Academic Specialists – **January 9, 2019**
 - For Tenure System Assistant to Associate Professors – **February 5, 2019**
 - For Tenure System Associate to Full Professor – **February 12, 2019**
 - For Fixed-Term Faculty – **February 20, 2019**
- 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

Quality

Inclusiveness

Alignment

Objectivity

Consistency

Transparency

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 (who is sometimes also an 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
 1. Because of our core values of quality and inclusion, and because we are a federal contractor, **the basic expectation is that all positions are posted.**
 2. Exceptions exist in a limited number of circumstances, e.g. temporary positions, positions filled internally, executive management
 3. FEA's work with search committees
- Special circumstances and needs
 1. Recruitment contingent hires, e.g. spousal/partner, bringing in a team to support a researcher
 2. "Opportunity" hires
 3. Higher rank than advertised

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.**

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)

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

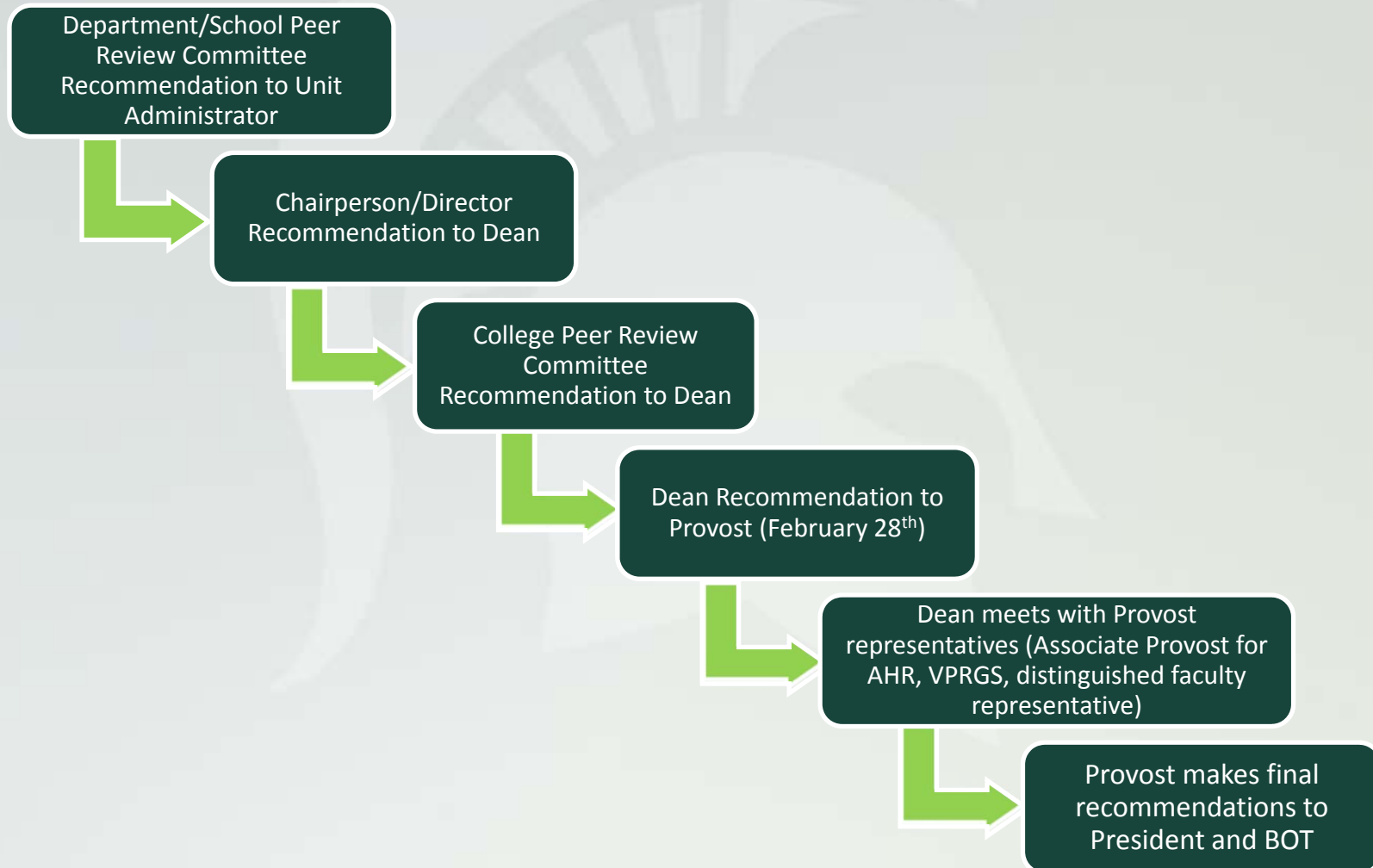
Extensions Granted Automatically Upon Faculty Request

- 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 Reappoint, Promotion, Tenure 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

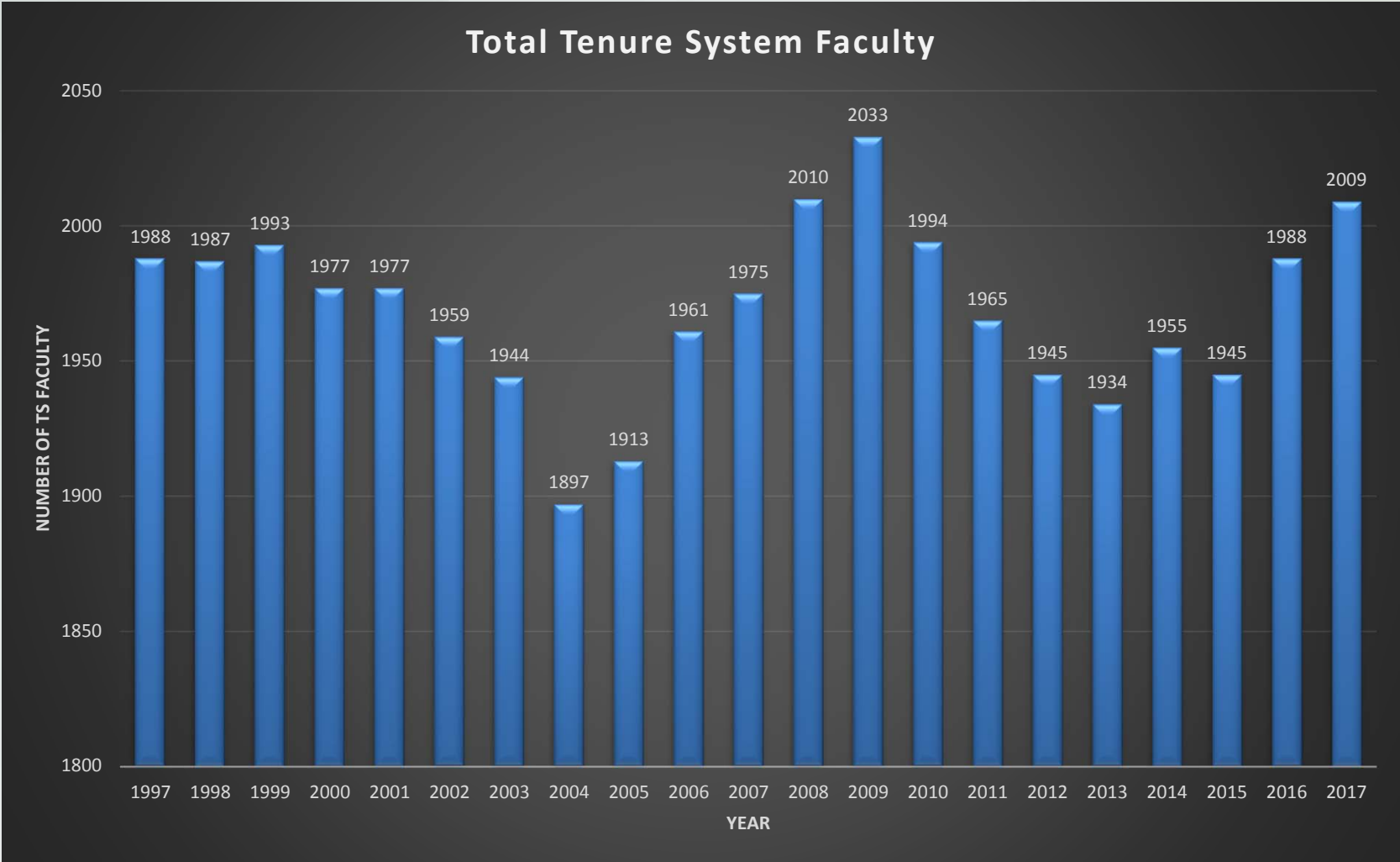
1. Appointment, Reappointment, Promotion and Tenure
2. Non-Tenured Faculty in the Tenure System
3. Faculty Review
4. Faculty Mentoring Policy

Historical summary numbers (see handout)

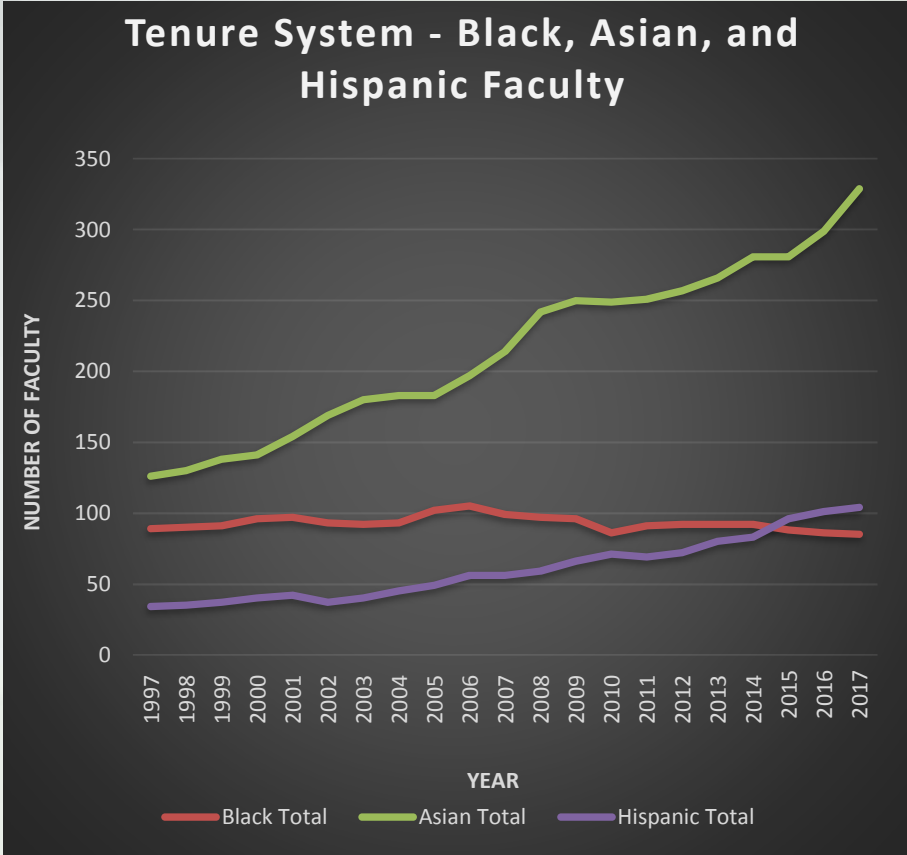
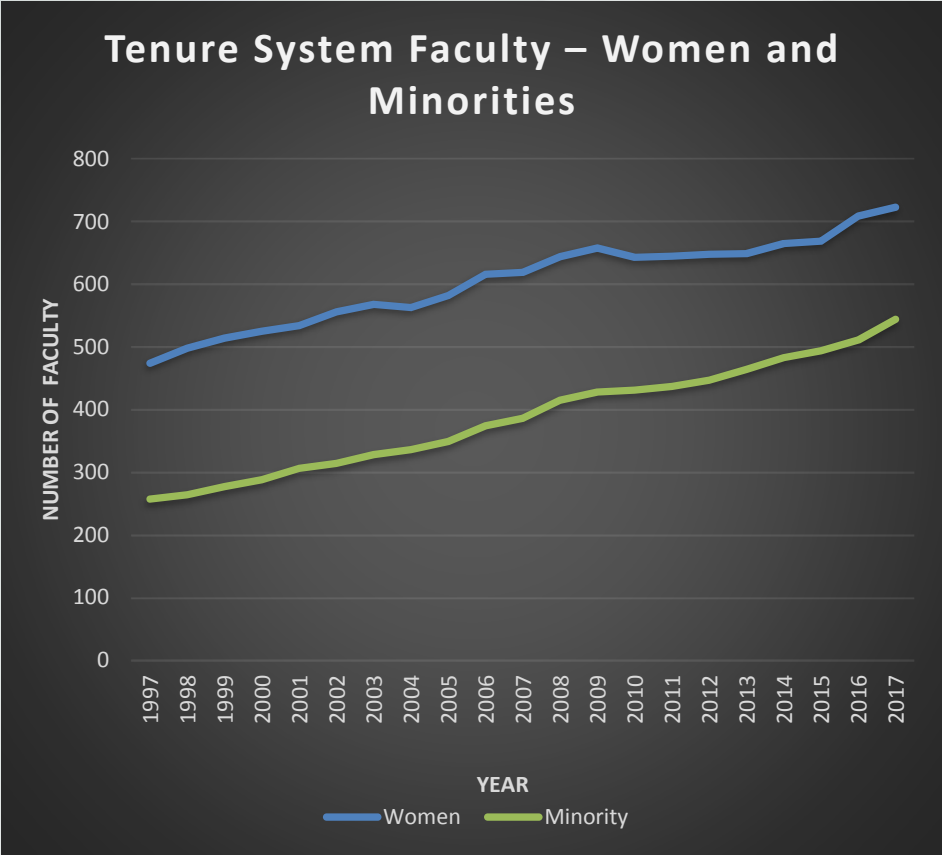
1. Relatively stable number of tenure system faculty
2. Growing faculty diversity overall, but declining diversity among African American tenure system faculty
3. Growing number of non-tenure system faculty, but many are in other “systems,” e.g. Health Programs, FRIB, Research Faculty track
4. Women and faculty of color are underrepresented in academic leadership positions

RPT form – “Form D”

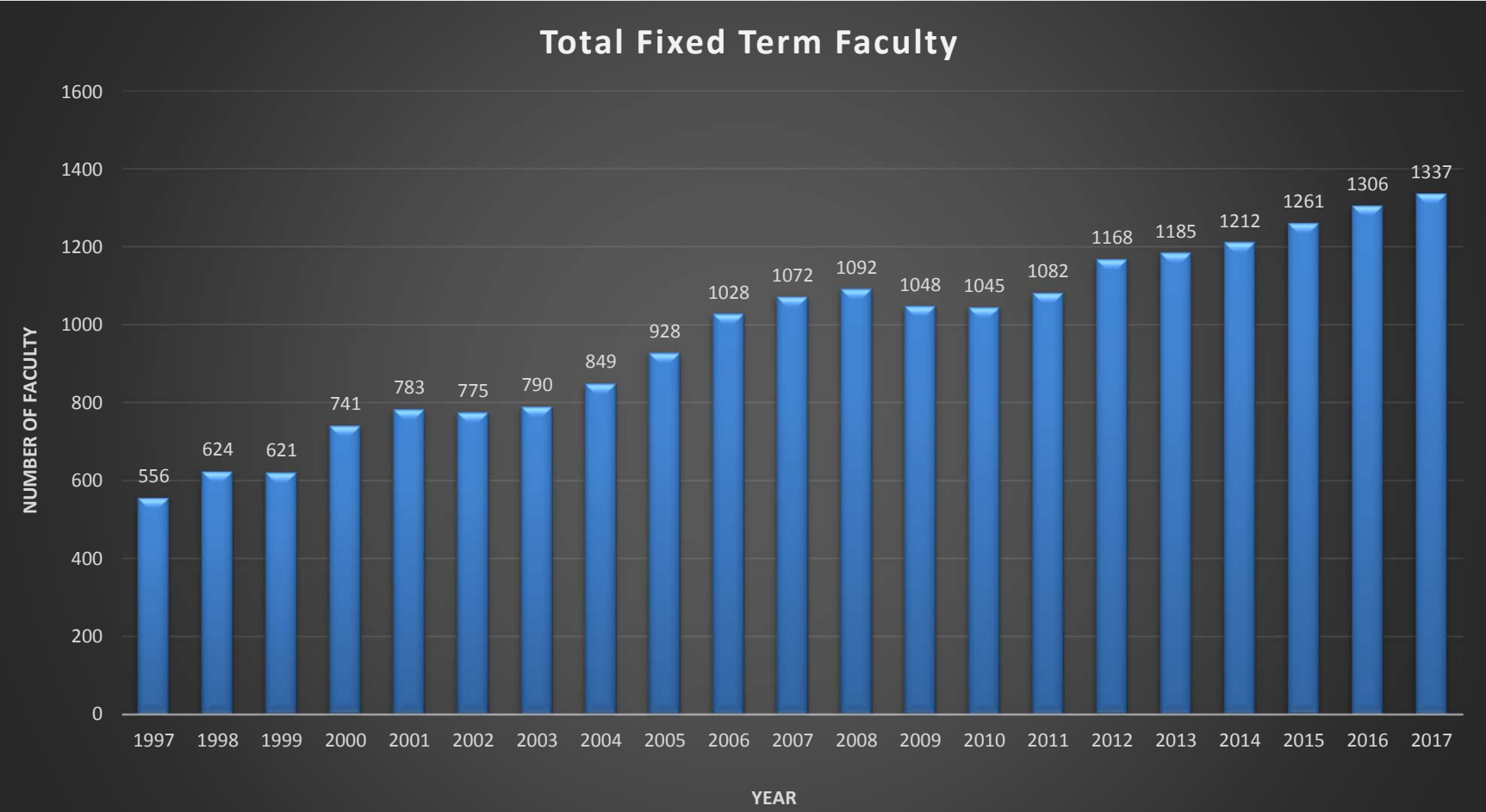
20 Year Summary – Tenure System Faculty



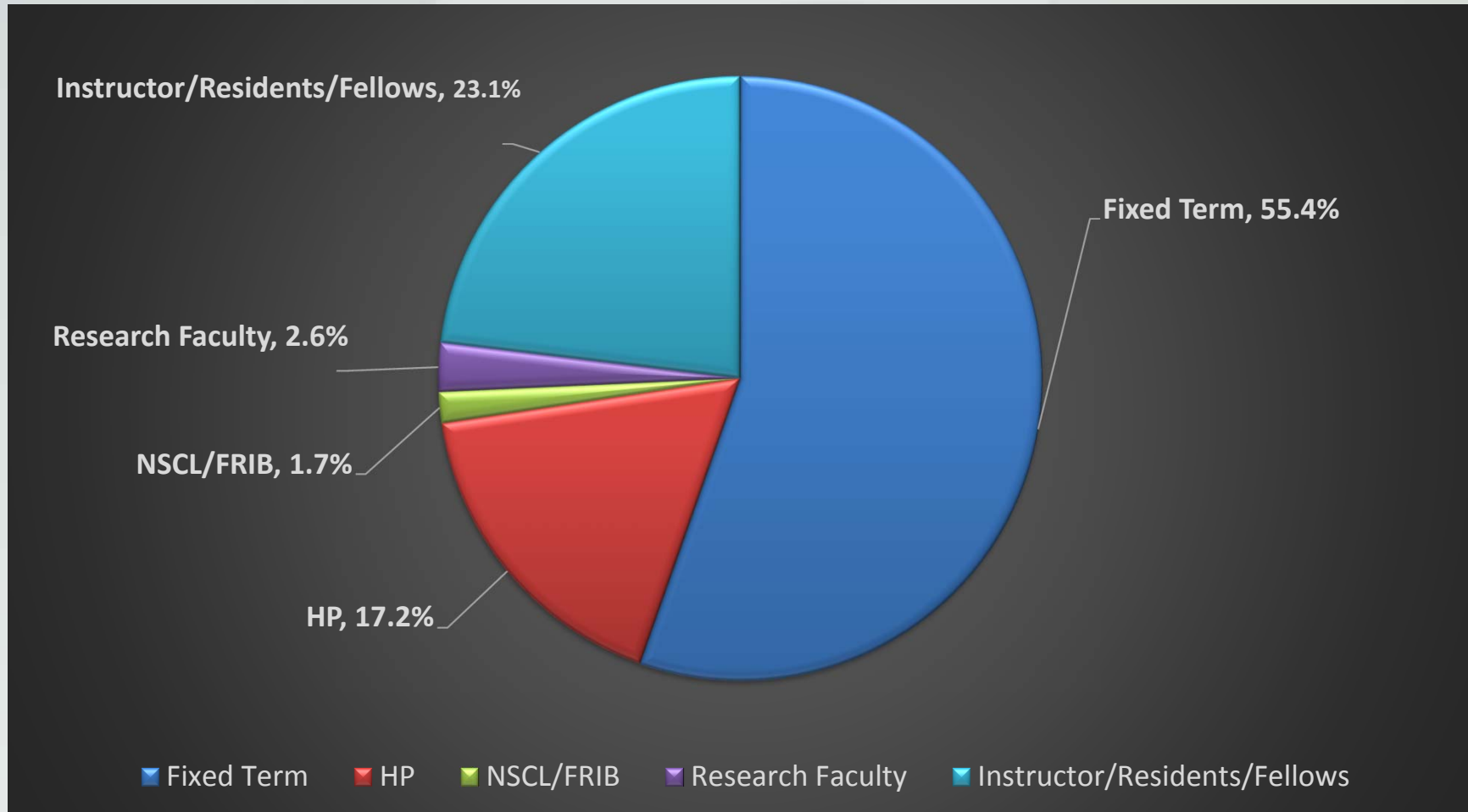
20 Year Summary – Tenure System Faculty



20 Year Summary – Fixed Term Faculty

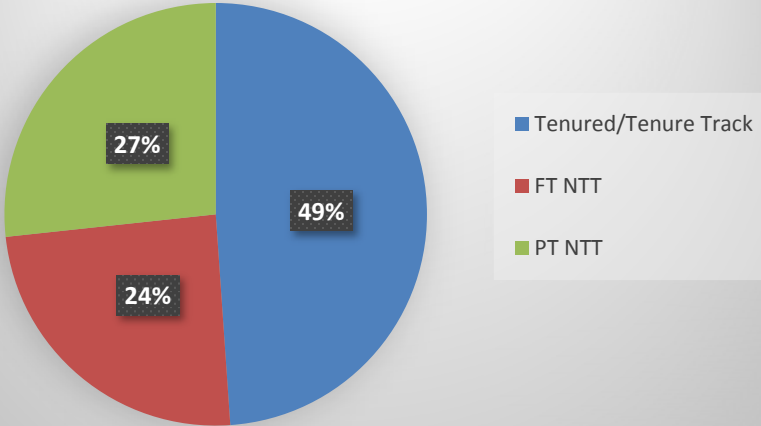


Fixed Term Faculty

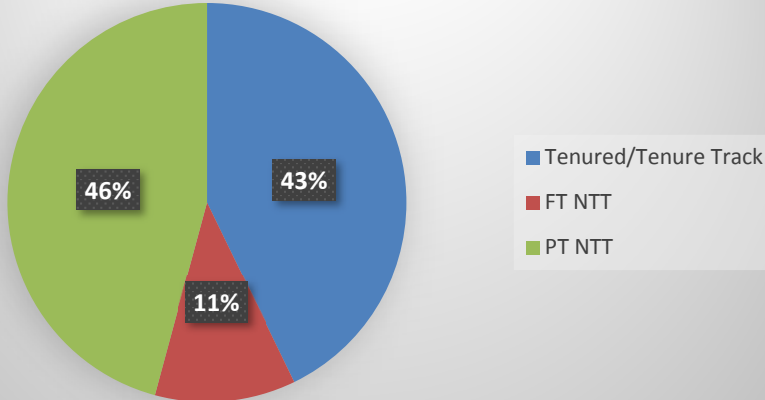


National Faculty Composition

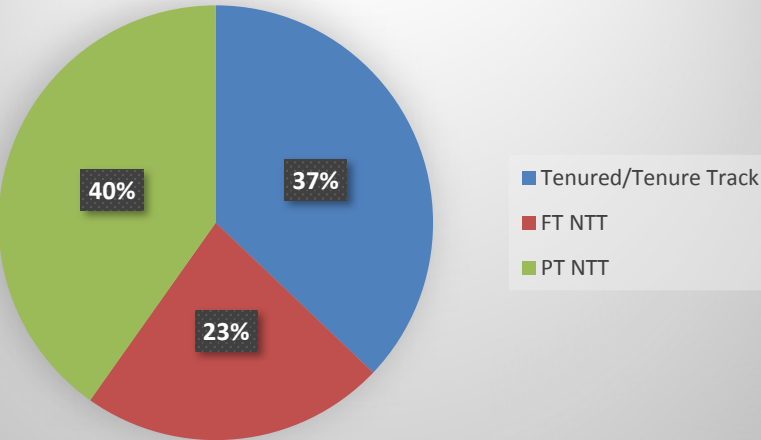
Public Research



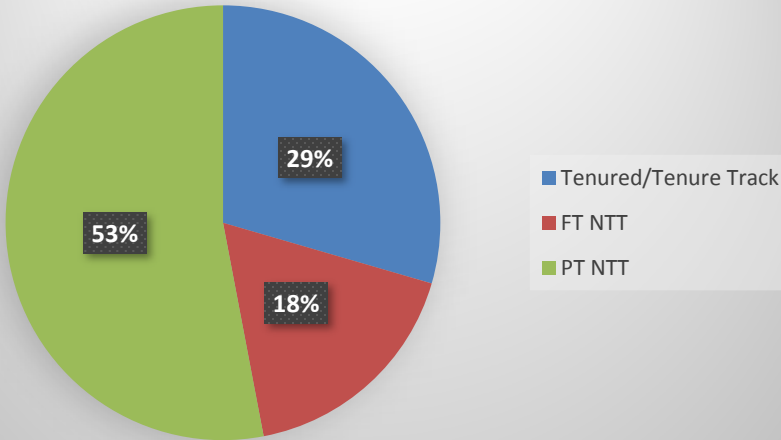
Public Comprehensive



Private Research

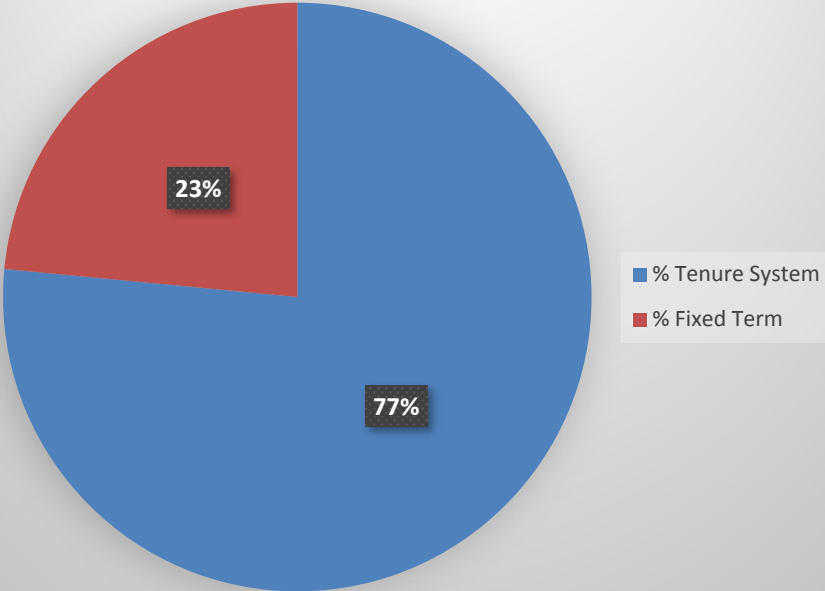


Private Comprehensive

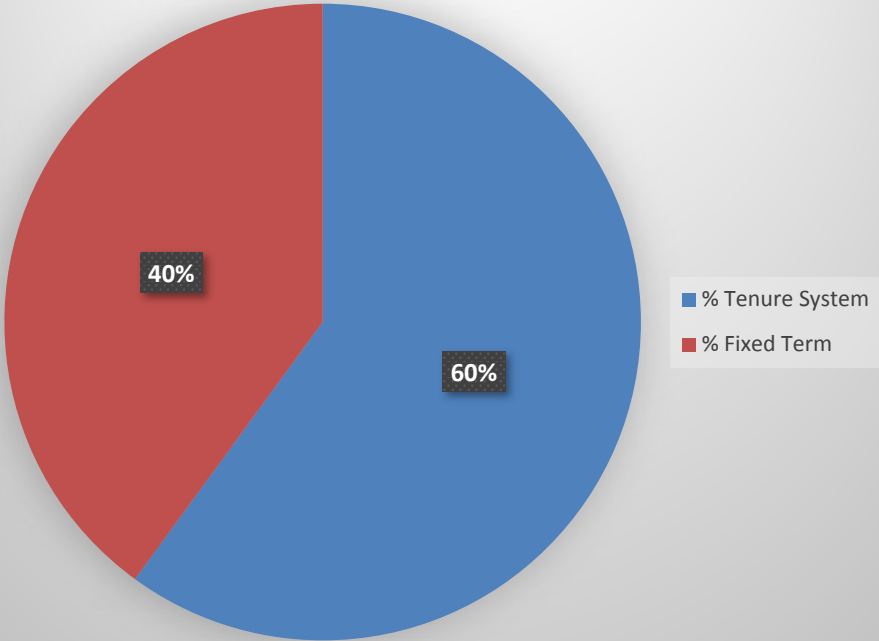


MSU Faculty Composition

1997 - TS vs FT Composition



2017 - TS vs FT Composition



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.
- Some colleges have standardized the process, including required descriptors

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 2018-19
 1. 1.50% 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:
 - University Committee on Faculty Affairs
 - Academic Specialist Advisory Committee
 - Postdoctoral Fellows Association
- 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.
- 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).

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 2018, the third collective bargaining agreement was negotiated with the UNTF which expires in May 2022.

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
 2. Not join the union
- Whether or not a bargaining unit member chooses to join the union and pay dues, 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 Rob LaDuca (Lyman Briggs College) 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 and Dispute Resolution 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)

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 polices

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 - please 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

- 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
 - Shannon Lynn Burton, Ombudsperson
 - Barbara Roberts, Senior Advisor to the Provost for WorkLife Office

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 \(FEA\)](#)