

# ACADEMIC ADMINISTRATOR COMPANION

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College of Arts & Letters  
MICHIGAN STATE UNIVERSITY



**ACADEMIC ADMINISTRATOR COMPANION  
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**THE COLLEGE**

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## THE COLLEGE

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### MESSAGE FROM DEAN LONG -

Thank you for your willingness to take on a leadership position in the College of Arts & Letters at Michigan State University. As a core College committed to the liberal arts mission of the university, the College of Arts & Letters has made it a top priority to create a culture of care within a context of accountability in which our students, staff, and faculty are empowered to do their very best work.

As you move into a new leadership role, it is important to take the time each day to reflect upon the habits and practices of excellent leadership. Each of us has benefitted from empathetic and creative leaders who were able to elevate our expectations of ourselves and deepen our connection with others so the whole educational enterprise became greater than the sum of its parts. Each of us too, has suffered under leadership that dampens creativity, sets individuals against one another, and undermines the core educational mission of the University—to advance knowledge and transform lives.

Consider the habit and practices of those leaders who have helped elevate your best work, catalyzed creativity, and modeled interactions of respect, care, and accountability. Intentional practice is shaped by daily habits of self-reflection informed by a humble commitment to learn and grow as a leader. As administrators, our work is to serve the community of education and to nurture the success of our colleagues.

This handbook is designed to help you along the way. Our hope is that by laying out expectations for leadership in the College, collecting policies that ensure fairness, and establishing best practices, regular reference to this document will enhance your ability to embody the habits and practices of leadership that will enrich our work together.

### COLLEGE VISION

#### *Shaping Intentional Lives, Cultivating Creativity, and Global Cultural Understanding*

In response to profound geopolitical, social, cultural, and economic changes, today's university must not only prepare students to live and work in a dramatically changing global environment, but also provide them with the skills needed to understand these changes, their impact on social justice and their imprint on the fabric of our cultural environment. The strength of the American higher education system rests on educating effective problem-solvers who will bring creativity as well as careful argument, innovation as well as tradition, expression as well as introspection to their work and to their lives. To this end, CAL engages students and cultivates critical and creative thinkers who address the challenge of becoming world citizens by contributing to the development of a more humane world.

We are committed to leading academic transformation at MSU by advancing our capacity in information technology, educational technology, digital humanities, digital arts and media, and enhancing online learning within a global context and with an entrepreneurial focus.

## **COLLEGE MISSION**

The College of Arts & Letters (CAL) is a vital force that puts the arts, letters, humanities, and culture into action to create meaningful impact in our world. We bridge tradition to cutting-edge innovation. We leverage new opportunities and technologies in pursuit of age-old humanistic questions. We infuse arts and humanities approaches into the campus community, creating a culturally vibrant environment that enhances students' learning. Above all, our degree programs create synergy between the life of the mind and tangible, transferable skills, launching students onto exciting career trajectories.

## **VALUES, THREE IMPERATIVES AND STRATEGIC PRIORITIES**

Our top core values of the college map onto our primary strategic initiatives to ensure that we are putting our values into practice through our activities. We advance with a culture of shared accountability and trust based on the values conversations we take on. The following are the top three core values of the College of Arts & Letters:

- Equity – inclusivity, diversity, social justice, equitable access, accessibility
- Openness – transparency, open process, candor, accountability, open source
- Community – collaboration, collegiality, empathy, respect, connection

In our ongoing commitment to practice inclusion as a matter of institutional habit, the College of Arts & Letters has identified three imperatives that drive our strategic priorities:

- Recruit and retain world-class faculty
- Enhance graduate education
- Enrich the undergraduate experience

These imperatives are integrated into a holistic approach that advances the mission of the College and the University through the five strategic priorities listed below. Intentional focus on these five priorities requires we return to them regularly to ensure that the new possibilities they embody are integrated into the daily routines that will sustain them.

Our imperatives and the five top priorities through which they are advanced have not changed since our last strategic plan, although two of them are moving into a phase of sustainable performance excellence that should allow us to introduce two new top-tier priorities next year. Our current priorities remain: Critical Diversity in a Digital Age (faculty cluster hire); Advancing Language Research and Pedagogy; Center for Interdisciplinarity (C4I); Citizen Scholars Program; The Excel Network.

## **CULTURE OF CARE INITIATIVES**

The Culture of Care initiatives work to sustain inclusive practices as part of the core work of the College across all areas of endeavor, including teaching, scholarship, service, governance, leadership, professional development, and administration. Its goal is to support full participation in the activities of the college by a diverse cohort of faculty, staff, and students, where diversity encompasses, but is not limited to: rank or appointment type; area of artistic or scholarly endeavor with the arts and letters; identity and individual characteristics noted in the MSU Anti-Discrimination Policy. See <http://www.cal.msu.edu/about/culture-of-care>

College administrators, faculty, academic and support staff are asked to be mindful in their daily practices and interactions with others, embodying leadership based on unit and College core values whether grassroots, through faculty governance or in formal administrative roles.



As a guide, the following **Modern Language Association (MLA)** publication “Professional Employment Practices for Non-Tenure-Track Faculty Members: Recommendations and Evaluative Questions” (2011) is provided as a guide not only to integrating fixed-term system faculty and academic staff more fully into the life and operations of the College and its various units, but also as applicable to other stakeholder groups such as graduate and undergraduate students, support staff, and also all tenure-stream faculty. This is certainly an aspirational document, but one that is not out of reach and contains elements that are already in practice in various College locations. Please use its pathways in your leadership. The document follows on the next pages and was authored by the MLA Committee on Contingent Labor in the Profession. See [https://apps.mla.org/pdf/clip\\_stmt\\_final\\_may11.pdf](https://apps.mla.org/pdf/clip_stmt_final_may11.pdf).

**PROFESSIONAL EMPLOYMENT PRACTICES FOR NON-TENURE-TRACK  
FACULTY MEMBERS:  
RECOMMENDATIONS AND EVALUATIVE QUESTIONS**

Non-tenure-track faculty members now constitute a majority of the faculty in higher education in the United States and Canada. The premise of this document is that both students and institutions will be better served when policy and practice reflect the important role played by these professionals.

Acknowledging the reality of a broad range of academic appointments with corresponding variations in responsibility, this document nonetheless presumes that establishing long-term, regularized positions for as many faculty members as possible is in the best interest of institutions and higher education generally. The term “non-tenure-track” is used to designate those faculty members working on a continuing basis—full-time or part-time, in per-course or contractually limited appointments—without job security or the prospect of advancement to tenure lines or tenure equivalents.

This document endorses and extends the work of the MLA’s Academic Workforce Advocacy Kit; the recommendations made in the MLA’s 2003 Statement on Non-Tenure-Track Faculty Members; and the 2008 report *Education in the Balance*, which argues that the profession “must ensure that those colleagues employed outside the tenure track have the appropriate salaries, working conditions, status, rights and responsibilities, and security of employment.” We call particular attention to the following recommendations of the 2003 statement:

- Non-tenure-track (NTT) faculty members should be hired by means of long-term planning whenever possible, to provide for extended terms of appointment consistent with institutional needs, thereby also providing sufficient job security to encourage and support continuing involvement with students and colleagues. NTT faculty members should ideally be hired on three-year contracts with full benefits; after six years, they should be eligible for longer-term review; past six years, they should be given longer (five- or six-year) contracts and be allowed to participate in departmental governance regarding NTT lines.
- NTT faculty members should be incorporated into the life of the department to the fullest extent possible, short of participation on department committees pertaining to the evaluation of tenure-track faculty members. They should have regular offices, mailboxes, access to departmental communications, telephone and computer access, parking permits, library access, after-hours access to buildings, and access to departmental staff.
- NTT faculty members should be considered for tenure-track jobs alongside new PhDs whenever plausible and practicable. NTTs should additionally be given equal consideration for jobs at their home institution (presuming that their home institution is not their PhDgranting institution) whenever that institution converts NTT lines to the tenure track.
- NTT faculty members should be fully informed of their terms of employment and fully aware of the possibilities and consequences of departmental review. Each appointment

should include a clear contractual statement of expectations and assignments, including in-class teaching and such other responsibilities as course preparation, student advisement, and service. Each appointment should be made in a timely fashion that allows NTT faculty members adequate time for course preparation.

- NTT faculty members should be provided with orientation, mentoring, and professional support and development opportunities, including campus grant programs, access to sabbatical opportunities, support for travel for research, and support for participation in professional conferences.
- NTT faculty members should be reviewed annually with regard to salary levels and opportunities for professional advancement and promotion. Evaluations should be conducted in accordance with established, written criteria for departmental review, and departments should establish procedures for appeal or grievance in the event that an NTT faculty member alleges substantial violations of such criteria.

Building on the 2003 statement, this document offers recommendations in five general areas for improving the professional standing of faculty members who hold non-tenure-track appointments. A series of questions under each recommendation aims to assist individuals and departments in evaluating policy and practice in their own institutions and programs. A high number of affirmative responses corresponds with a high level of professionalization for members of the non-tenure-track faculty. However, this document does not attempt to quantify thresholds of affirmative responses that could be taken to register institutional conditions as “below standard,” “standard,” or “above standard.” Rather, the purpose is to help faculty members, departments, and institutions identify areas of policy and practice where progress has been made and areas where change can and should be sought.

## **I. HIRING AND ASSESSMENT**

**Hiring and assessment practices should be standardized, transparent, and fair, with institutions prioritizing the creation of long-term, regularized positions that create a stable faculty that is committed to the institution.**

- Does your department have established procedures for hiring non-tenure-track faculty members (including last-minute hires)?
- Are hiring decisions made by committee?
- Are job responsibilities spelled out precisely at the point of hire for faculty members in all appointments?
- In the case of part-time appointments, does the job description specify what percentage of a full-time equivalent the job represents?
- Are multiyear contracts prioritized?
- Are the means of accruing seniority transparent?
- Are there mechanisms for converting qualified non-tenure-track faculty members to tenure lines?
- Are performance reviews regularized?

- Are performance reviews appropriate to the term length of the appointment?
- Do performance reviews move beyond student evaluations to include, for example, classroom observations, reviews of dossiers or teaching statements, and the like?
- Are all non-tenure-track faculty members evaluated using the same assessment instruments and standards?
- Do evaluative criteria account for the full range of intellectual and academic work done by non-tenure-track faculty—including, for example, the development of pedagogical materials and testing vehicles, online teaching activities, participation in professional meetings, and training in new methodologies?

## **II. COMPENSATION AND PROFESSIONAL ADVANCEMENT**

**Compensation scales should be transparent; non-tenure-track faculty members should be compensated commensurate with their qualifications and responsibilities and in a manner that takes account of the full range of their labor. All faculty members should have access to advancement opportunities that allow for a progressive career path.**

- Do non-tenure-track faculty members at your institution receive salary increases, including for merit, when tenure-line faculty members receive raises?
- Do non-tenure-track faculty members have health, retirement, and other employment benefits?
- Are non-tenure-track faculty members informed of the benefits available to them?
- Are non-tenure-track faculty members compensated for labor beyond teaching—including, for instance, committee work, advising, course development?
- Do non-tenure-track faculty members have access to advancement opportunities, whether through a system of academic ranks or through an alternative system of recognition and seniority accrual? (Alternatives might include, for example, longer appointment lengths.)

## **III. PROFESSIONAL RIGHTS AND RESPONSIBILITIES**

**Non-tenure-track faculty members should have access to the material necessities that enable their daily work and should be welcome participants in academic planning and faculty governance. Non-tenure-track faculty members should be guaranteed academic freedom; they should also have the right, after an established probationary period, to due process before termination.**

- Do non-tenure-track faculty members at your institution have access to standard electronic communication tools with students (such as e-mail, Web pages, grading systems, attendance alerts)?
- Do non-tenure-track faculty members have access to private spaces for meeting with students?
- Are non-tenure-track faculty members free to teach, study, and publish without threat of discrimination or reprisal?

- Are non-tenure-track faculty members made aware of the institution's grievance procedures?
- Are non-tenure-track faculty members allowed due process before termination after an appropriate probationary period?
- Do non-tenure-track faculty members sit on faculty committees?
- Are non-tenure-track faculty members included in relevant curricular discussions and decisions, such as textbook selection, development of testing procedures, course or program assessments, or conversations about recruitment and retention of students?

#### **IV. PROFESSIONAL DEVELOPMENT AND RECOGNITION**

**The full range of labor performed by non-tenure-track faculty members should be supported, recognized, and developed to nurture the intellectual and academic engagement that is vital to all instructional work in higher education.**

- Are non-tenure-track faculty members at your institution eligible for awards, honors, and recognitions?
- Do you sponsor professional development activities for non-tenure-track faculty members? These may include support for travel; funding for books, software, or professional memberships; opportunities to learn or share teaching ideas; or an established mentoring program.
- Are non-tenure-track faculty members included in technology training—for example, for upgrades in computer systems or software releases?
- Are non-tenure-track faculty members supported in their efforts to secure internal and external funding related to professional development?
- Do non-tenure-track faculty members participate in regular professional development activities in the department?

#### **V. INTEGRATION INTO THE LIFE OF THE DEPARTMENT AND INSTITUTION**

**All faculty members should be included in the professional identity and community life of their departments and institutions.**

- Are non-tenure-track faculty members at your institution included by name or given a profile on departmental Web sites?
- Do tenure-track faculty members regularly interact with non-tenure-track faculty members?
- Do non-tenure-track faculty members attend department meetings?
- Do non-tenure-track faculty members participate in unofficial department activities, such as book clubs, theater outings, museum visits, or concerts?
- Do non-tenure-track faculty members represent the department or institution in interactions with outside entities and organizations?
- Do non-tenure-track faculty members perceive themselves as members of the department?

**Dean**  
College Budget  
Strategic Planning  
Values-Enacted  
Leadership



**Christopher Long**


**Assoc. Dean for Research & Graduate Education**



Research/Grant  
CFIT & HARP  
Funding  
GEU/Grad  
Students  
Grad Curriculum  
Lab Management

**William Hart-Davidson**


**Associate Dean for Undergraduate Studies**



Work Copy  
Undergrad Studies  
Curriculum  
Commencement  
Citizen Scholars  
Assessment  
Integrative Studies  
Excel Network

**Cara Cilano**

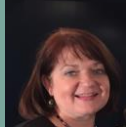
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Mentoring  
Annual Review  
Searches, UNTF  
LOA/Sabbaticals  
MOU/Dual Appt.  
Hiring/Retention  
RPT, Des B

**Sonja Fritzsche**

**Assistant Dean for Undergraduate Education**



Advising  
Study Abroad  
Study Away  
Security Admin.

**Bethany Judge**

Advisors

**Assistant Dean for Academic & Research Technology**



Teaching/  
Academic &  
Research  
Technology  
Support

**Scott Schopieray**

CAL Tech


**Chief of Staff**



Strategic Planning  
Oversight of College  
Operations  
(Budget, HR, Project  
Mgmt., Facilities)  
Security Officer

**Ken Deslover**

**Senior Director of Development**




Gifts  
Endowments  
Scholarships  
Fundraising  
Corporate/  
Foundation  
Relations

**Christine Radtke**

Alumni Relations

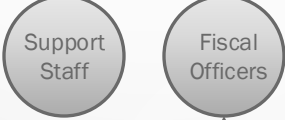
**Director of Marketing**



Websites  
Social Media  
Communications

**Ryan Kilcoyne**

MarCom



**Project Manager**



Project Mgmt  
Initiatives  
RPT, Des. B,  
Acad. Spec.  
Reviews  
CAL & MSU Awards  
StrengthsFinder

**Melissa Staub**


**Director of Finance**



Budget Processes  
DO Expenditure  
Authorization  
FO Training

**Carly Ensign**

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Professional  
Development  
Perf. Excellence  
Staff: Hires, Unions,  
Awards, Retirement

**Deb Mansel**

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### ELC (English Language Center)

619 Red Cedar Road, B-230 Wells Hall  
 Main Office 353-0800 Fax 2-1149  
 Dustin De Felice, Director  
[defelic5@msu.edu](mailto:defelic5@msu.edu) 353-0800

### C4I (Center for Interdisciplinarity)

368 Farm Lane, South Kedzie Hall  
 Michael O'Rourke, Director  
[orourk51@msu.edu](mailto:orourk51@msu.edu)

### Center for Gender in Global Context (Gen Cen)

427 N. Shaw Lane, 206 International Center  
 Stephanie Nawyn, Co- Director  
[nawyn@msu.edu](mailto:nawyn@msu.edu) 884-2145

### CeLTA (Center for Language Teaching Advancement)

619 Red Cedar Road, B135 Wells Hall  
 Main Office: 884-4310  
 Felix Kronenberg, Director  
[kronenb6@msu.edu](mailto:kronenb6@msu.edu) 884-1511

### Writing Center

434 Farm Lane, 300 Bessey Hall  
 Main Office 432-3610, Fax 432-3828  
 Trixie Smith, Director  
[smit1254@msu.edu](mailto:smit1254@msu.edu) 432-3610

### Digital Humanities

479 West Circle Drive, 3<sup>rd</sup> Floor Linton Hall  
 Kathleen Fitzpatrick, Director  
[kfitz@msu.edu](mailto:kfitz@msu.edu) 884-7423



## COLLEGE PROGRAMS

### American Indian and Indigenous Studies

655 Auditorium Road, Room 414  
 Dylan Miner, Director  
[dminer@msu.edu](mailto:dminer@msu.edu) 432-2193

### Film Studies

619 Red Cedar Road, Room C-614 Wells Hall  
 Joshua Yumibe, Director  
[yumibe@msu.edu](mailto:yumibe@msu.edu) 884-4443

### Arts, Cultural Management & Museum Studies

600 Auditorium Road, Room 125 Kresge  
 Kiersten F Latham, Director  
[kflatham@msu.edu](mailto:kflatham@msu.edu) 884-9446

### Global Studies Program

619 Red Cedar Road, Room B-331 Wells  
 Salah Hassan, Director  
[hassans3@msu.edu](mailto:hassans3@msu.edu) 353-8848

### Citizen Scholars

479 West Circle Drive, 200 Linton  
 Stacia Rigney, Director  
[rigneyst@msu.edu](mailto:rigneyst@msu.edu) 884-4320

### Jewish Studies

619 Red Cedar Road, Room C-730 Wells Hall  
 Yael Aronoff, Director  
[aronoffy@msu.edu](mailto:aronoffy@msu.edu) 884-7054

### Cognitive Science/Linguistics & Languages

316 Physics Road, Psychology Building  
 Devin McAuley, Director  
[dmcauley@msu.edu](mailto:dmcauley@msu.edu) 353-9069

### Second Language Studies

SLS e-mail: [sls@msu.edu](mailto:sls@msu.edu)  
 Paula Winke, Director  
[winke@msu.edu](mailto:winke@msu.edu) 432-1149

### Digital Humanities

479 West Circle Drive, 3<sup>rd</sup> Floor Linton Hall  
 Kathleen Fitzpatrick, Director  
[kfitz@msu.edu](mailto:kfitz@msu.edu) 884-7423

### Women's and Gender Studies

427 N. Shaw Lane, 206 International Center  
 Stephanie Nawyn, Director  
[nawyn@msu.edu](mailto:nawyn@msu.edu) 353-5040

### Experience Architecture

434 Farm Lane, Bessey Hall  
 Casey McArdle, Director  
[cmcardle@msu.edu](mailto:cmcardle@msu.edu)





| <b>CHAIR - COLLEGE DEADLINES/TIMELINE</b>                               |                                 |
|-------------------------------------------------------------------------|---------------------------------|
| <b>JULY</b>                                                             |                                 |
| Non-Renewal Letters Due to College – Faculty AN & AY                    | July 1                          |
| Sabbatical Request (Spring) Due to College                              | July 14                         |
| <b>AUGUST</b>                                                           |                                 |
| MSU New Administrator Orientation/ Register for any AAN Workshops       | Early August                    |
| Faculty Raise List & Provost Market Adjustments                         | Mid-August                      |
| Work Copy Released to Department                                        | Mid-August                      |
| MSU New Faculty Orientation                                             | Late August                     |
| Academic Specialist Cont. System Review List                            | End of August                   |
| <b>SEPTEMBER</b>                                                        |                                 |
| First HARP application deadline. See their website for more information | Early September                 |
| Carryforward Distribution                                               | Aug/Sept.                       |
| <b>OCTOBER</b>                                                          |                                 |
| International Studies and Programs Foreign Travel Fund Applications     | October 1                       |
| Faculty Raise Letters                                                   | October 1                       |
| Fall Planning Letter/Set Strategic Priorities                           | Early October                   |
| Designation B (Spring) Due to the College                               | Mid-October                     |
| TLE & A&I [Space] Meetings                                              | Mid October                     |
| Work Copy Due to the College (including IAH)                            | Beginning of October            |
| Summer Budget Request – Work Copy Schedule                              | End of October                  |
| <b>NOVEMBER</b>                                                         |                                 |
| Non-Renewal Letters for Spring (AN & AY)                                | End of November                 |
| Fall Budget Meeting with Dean and FO                                    | End of October/Early November   |
| <b>DECEMBER</b>                                                         |                                 |
| RPT Recommendations Due to the College                                  | Early December                  |
| <b>JANUARY</b>                                                          |                                 |
| Fixed-term Faculty Promotions Due to the College                        | January 15                      |
| Salary Cohort Review                                                    | Mid-January                     |
| Work Copy Released to the Schedule of Courses                           | 3 <sup>rd</sup> Week in January |
| FAIS                                                                    | January 31                      |
| <b>FEBRUARY</b>                                                         |                                 |
| International Studies and Programs Foreign Travel Fund Applications     | February 1                      |
| HARP Applications Due to the College                                    | Early February                  |
| Sabbaticals (Fall) Due to the College                                   | February 14                     |
| SSF, DCF, SCRAM Graduate Funding Due to the College                     | Mid-February                    |
| Designation B (Spring) Due to the College                               | Late February                   |
| <b>MARCH</b>                                                            |                                 |
| All Academic Specialist Continuing System Reviews Due to the College    | March 1                         |
| College & University Awards Deadline                                    | Early March                     |
| Spring Ask Due to the College                                           | Mid-March                       |

| APRIL                                                               |             |
|---------------------------------------------------------------------|-------------|
| Summer Session A Faculty Hiring Forms Due                           | Early April |
| Non-Renewal Letters due to the College – Spring AN                  | April 10    |
| Support Staff Award Nominations Due to the College                  | Mid-April   |
| Non-Renewal Letters Due to the College – Spring AY                  | April 19    |
| MAY                                                                 |             |
| Fall/Spring Faculty Forms Due to the College for Budget/Raise       | May 7       |
| Complete Faculty HR Paperwork for next Fiscal Year                  | May 15      |
| Summer Session B Faculty Hiring Forms Due                           | Late May    |
| Fall/Spring GA Appointment Approvals                                |             |
| JUNE                                                                |             |
| International Studies and Programs Foreign Travel Fund Applications | June 1      |

## COLLEGE OVERVIEW

For the most up-to-date information and resources available from the College of Arts & Letters, see <http://www.cal.msu.edu/>. See also MSU policies and procedures: <https://hr.msu.edu/policiesprocedures/> and <https://hr.msu.edu/policies-procedures/university-wide/index.html>.

Here is a list of commonly used acronyms at MSU: <https://vprgs.msu.edu/acronyms>

## PERSONNEL

### ACADEMICS

#### **CAL Contact for all Academic Personnel Issues:**

**Sonja Fritzsche**, Associate Dean of Academic Personnel and Administration, [fritzsc9@msu.edu](mailto:fritzsc9@msu.edu)  
**Leann Dalimonte**, Administrative Business Professional, [dalimon8@msu.edu](mailto:dalimon8@msu.edu)  
**Dawn Lehman**, Unit HR Coordinator, [lehman@cal.msu.edu](mailto:lehman@cal.msu.edu)  
**Deb Mansel**, Human Resources & Facilities Director, [mansel@msu.edu](mailto:mansel@msu.edu)

**Document, Document, Document** – Please remember to document all relevant personnel conversations whether through personal notes (noting date, time, person(s), what was decided and rationale for decision) or by sending a similar confirmation summary e-mail of meeting afterwards to the person in question asking for their confirmation or clarification of their understanding of events. Keep these in a safe place that is easily transferable to the next unit head. Such documentation is important for the sake of continuity. In other words, have a digital or real paper trail.

**College Academic Administrator Positions:** Dean, Associate or Assistant Dean, Department Chair, College Program or Center Director. The Line Administrators are the Dean and the Chair.

**Department Positions:** Units may have a variety of positions. In addition to the Department Chair, title may include Associate Chair(s), Director(s) of Graduate Studies, and Director(s) of

Undergraduate Studies, Program Coordinator, and/or positions that are specific to the disciplines in the unit. Please refer to the bylaws of a particular unit for more information as to that unit's administrative structure. The bylaws are usually posted on the unit's website.

**Tenure System Faculty:** Referred to in the [MSU Faculty Handbook](#) as "regular faculty," i.e. "all persons appointed under the rules of tenure and holding the rank of professor, associate professor, or assistant professor and all persons appointed as librarians."

**Jointly Assigned and Appointed faculty:** As defined in the CAL Bylaws -

1.1.1.1. The **jointly appointed** tenure-system faculty of the College of Arts & Letters shall consist of all persons appointed to two Departments in the College (or between the College of Arts & Letters and another college, holding a majority appointment in CAL) as a faculty member under the rules of tenure and holding the rank of professor, associate professor, or assistant professor or as further defined in the *Bylaws for Academic Governance-Michigan State University*, whose responsibilities are clearly defined in each person's Memorandum of Understanding (refer to the CAL Memorandum of Understanding Guidelines for Tenure-system Faculty with Joint Appointments and Assignments).

1.1.1.2. The **jointly assigned** tenure-system faculty of the College of Arts & Letters shall consist of all persons appointed in one Department and assigned to one Program or Center as a faculty member under the rules of tenure and holding the rank of professor, associate professor, or assistant professor or as further defined in the Bylaws for Academic Governance-Michigan State University, whose responsibilities are clearly defined in each person's Memorandum of Understanding (refer to the CAL Memorandum of Understanding Guidelines for Tenure-system Faculty with Joint Appointments and Assignments).

**Fixed Term Faculty:** According to the MSU Faculty Handbook, "all persons holding the rank of professor, associate professor, assistant professor, or instructor, but not appointed under the rules of tenure." FT Faculty employment is governed by the Union of Non-Tenure Faculty (UNTF). Some FT Faculty are eligible for Designation B, a change of employment status determined by review, that, according to AHR, "provide[s] at least a three-year appointment for the UNTF teaching portion of the [FT Faculty's] teaching assignment." Relevant references:

Recommendation Process: <https://www.hr.msu.edu/ua/hiring/faculty-academicstaff/designationb.html>

Promotion Process: [CAL Fixed Term System Faculty Promotion Guidelines](#)

FAQs: [https://www.hr.msu.edu/ua/hiring/faculty-academic-staff/DesignationB\\_FAQ.html](https://www.hr.msu.edu/ua/hiring/faculty-academic-staff/DesignationB_FAQ.html)

Best Practice Statement:

[MLA Professional Employment Practices for Non-Tenure-Track Faculty and Contingent Labor](#)

**Honorary Faculty:** visiting and emeritus professors

**Academic Specialists:** members of the university's academic staff who hold appointments as either senior academic specialists or academic specialists. These appointments fall under one of two headings: in the continuing appointment system or the fixed term appointment system. Academic Specialists in the continuing system undergo a probationary period and two reviews before achieving continuing status. Academic Specialists in the fixed term system are appointed

“with an end date on an academic year or annual basis or for shorter periods,” according to the Academic Specialist Handbook. The fixed-term appointments are governed by the UNTF.

According to MSU [Academic Specialist Handbook](#), Academic Specialists have responsibilities in “one or more of three functional areas:

1. Academic Advising/Teaching/Curriculum Development
2. Research
3. Service/Outreach
4. Other – which can include administration

Relevant MSU University Personnel contacts:

Please reach out first to the College Associate Dean for academic personnel issues in the College.

[The MSU Academic Administrators Guide to Commonly Needed Information](#)

**Academic Human Resources (AHR)** 517-353-5300 or [AHR@msu.edu](mailto:AHR@msu.edu)

Kathy Lewless, Director of AHR, [lewlessk@msu.edu](mailto:lewlessk@msu.edu) or 517-353-4851

Melissa Sortman, Director of AHR, [sortmanm@msu.edu](mailto:sortmanm@msu.edu) or 517-353-5802

Kara Yermak, Director of AHR, [burtkara@msu.edu](mailto:burtkara@msu.edu) or 517-884-0185

Suzanne Lang, Interim Associate Provost, [langsu@msu.edu](mailto:langsu@msu.edu)

Julianne Fent, Executive Staff Assistant to Assoc. Provost and Assoc. VP for AHR  
[fent@msu.edu](mailto:fent@msu.edu) or 517-355-3832

**Human Resources (CHR)** 517-353-4434

Samantha Lake, HR Asst. Director, 517-353-2191 or [oaklands@hr.msu.edu](mailto:oaklands@hr.msu.edu)

Monique Chittenden, HR Manager, 517-884-3080 or [speesmo@msu.edu](mailto:speesmo@msu.edu)

**Joint Appointment/Assignment:** Faculty and/or Academic Staff with an appointment or assignment in more than one unit. See the CAL Bylaws for definitions and policies.

**Administrative Professional Staff:** Employees in this category are under the collective bargaining agreements of the Administrative Professional Association (APA) or the Administrative Professional Supervisory Association (APSA). APA and APSA position classification levels range from 10-16 and provide direct administrative level support to the unit.

- *Fiscal officer:* Manages the budget, provides financial reports to stakeholders and works closely with the Chairperson or Director on financial planning and the general operations of the unit. A&I process – with Chair, Deb Mansel and Scott Schopieray.
- *Facilities and Space Management:* Building security access, distribution of keys, telephone service, renovation projects and facility maintenance and repairs. This is normally done by the fiscal officer. Departments that manage their own buildings (AAHD, Theatre) have a dedicated security person. Wells has a central contact person. Deb Mansel is the College contact for facilities and space management.
- *Administrative Assistant:* Provides administrative level support for reappointment, promotion, and tenure process, faculty searches, and confidential matters.

- *Office Supervisor:* Manages the day-to-day responsibilities of supports staff. Coaches, mentors, trains, sets annual goals, professional development planning, and conducts annual performance reviews.
- Classifications of level 10 and 11 are nonexempt employees. Nonexempt employees working in excess of 40 hours in a week shall be given the choice of compensatory time off at time and one-half or overtime pay at the rate of not less than one and one-half times the regular rate of pay.
- Classifications of level 12 or higher are exempt under the definitions of the Federal Fair Labor Standards Act will not normally receive overtime pay
- Tasks are not limited to the list above but must fall within position classification.

**Clerical Technical Staff:** Employees in this category are under the collective bargaining agreement of the Clerical Technical Union (CTU). CTU employees are non-exempt employees and provide clerical and technical support to academic programs and the general operations of the unit. Non-exempt basically means the CT Union staff have a contract that protects them from exceeding a 40-hour work week unless preapproved overtime is arranged. For CTU staff schedules, the normal work week for full-time employees shall consist of five (5) 8-hour days, exclusive of lunch periods, followed by two (2) consecutive days off. Office hours are normally from 8 a.m. until 5 p.m. A different schedule of hours and staggered shifts may be maintained in some departments. Operating units shall maintain a work schedule for bargaining unit employees. The schedule shall be established at least one (1) working day prior to the employee's consecutive days off. When an employee's schedule is altered without sufficient notice, the employee shall be paid at the overtime rate for hours worked outside the original schedule. Scheduled cannot be altered in order to avoid paying overtime. CT Staff are required to log their work hours, currently CAL uses Ed Time or Tracey Time for CT's to clock in and out of work.

- *Graduate and Undergraduate secretarial support:* Under the direction of the advisor, Graduate Director, and/or other unit administrator, process drops, adds, overrides, graduate fellowships and assistantships, enters data in GAMS, GradPlan and/or GradInfo.
- *Budget assistant duties:* Voucher processing, travel reimbursements, ledger backup, supply orders, academic human resources forms processing, donor thank-you letters.
- *Event support:* Food orders, room reservations, travel arrangements, mailings, other secretarial support.
- *General receptionist duties:* Greet visitors, answer phones, and sort mail.
- Data entry for the course scheduling process, CLIFMS, academic program changes.
- Technicians that are responsible for maintaining equipment. In CAL there are two. One Art Shop Coordinator (CT09) that works in the Woodshop and one Research Instruction Equipment Technologist (AP12) in Ceramics, Sculpture in Kresge Art Center.
- Tasks are not limited to the list above but must fall within position classification.

Each Department/Unit has a Fiscal Officer, Office Supervisor, and academic support staff. Depending on the size of the unit, a position may be a combination of these duties. An office supervisor may reside outside of the unit if the unit functions as a POD or Service Center. All senior fiscal officers in degree granting departments report to the Chief of Staff. All fiscal officers in Centers and Programs will report to the Director of Finance.

Michigan State University is committed to the principles of equal opportunity, non-discrimination, and cultural diversity. The University, in its employment and personnel policies and practices, will

not discriminate against any individual because of religion, race, creed, color, national origin, age, sex, sexual orientation, height, weight, marital status, or disability except for bona fide occupational qualifications. Like the University, CAL is committed to the concept of promotion from within the institution. The University endorses the principle of career development of its employees and will, in good faith, encourage career concepts of employment.

For questions, contact Deb Mansel, CAL HR and Facilities Director.

For additional information on union contracts, visit [Collective Bargaining Agreements](#).

## MENTORING

Mentoring is a multi-faceted activity and infrastructure that provides support to faculty, academic staff, and support staff as they articulate and traverse their paths to intellectual, creative, and professional leadership. MSU has a Faculty Mentoring Policy, in effect since 2011, that requires all colleges to have a formal mentoring program. Individual units should also have a policy that's readily accessible (as a document and a practice). CAL also has a College-wide Mentoring Fellows Program for both tenure-stream and non-tenure stream faculty that begins each spring and is run by the Office of the Associate Dean for Academic Personnel. MSU's Academic Advancement Network (AAN) is the university-wide site and resource for faculty and academic staff mentoring. This unit sponsors orientations and workshops, and can also connect individuals to mentoring networks and resources. As stipulated by the university, CAL has a mentoring policy that outlines assignment and mentoring procedures.

MSU Mentoring Policy and Academic Advancement Network (AAN) Resources:

<https://aan.msu.edu/mentoring/>

CAL Mentoring Policy:

[https://cal.msu.edu/wp-content/uploads/sites/56/2020/10/CAL\\_Faculty\\_Mentoring\\_Statement.pdf](https://cal.msu.edu/wp-content/uploads/sites/56/2020/10/CAL_Faculty_Mentoring_Statement.pdf)

Relevant University-level Contacts:

AAN contact form: <https://aan.msu.edu/contact/> or 517-432-1185;

Ann Austin, Academic Career Paths Node Leader, [aaustin@msu.edu](mailto:aaustin@msu.edu)

Beth Leete, Executive Staff Assistant, [leeteb@msu.edu](mailto:leeteb@msu.edu)

## VISAS

International faculty and students can study or work at the university on a variety of visa types. The department financial officer (FO) is the contact person in the Department and works closely with the [Office of International Students and Scholars](#) in International Studies & Programs. OISS, housed under the International Studies & Programs (ISP), provides services to support international students (and their parents) and scholars. This support includes visa processing of all types, social and intercultural events to help build community, and various funding resources for students.

Students are usually here on either an F-1 or J-1 visa, while international faculty can have a J-1, a

H1-B, green card, or US citizenship. Graduate students may receive approval for Optional Practical Training (OPT) on an F-1 visa from their home institution, so that they can work at another institution. Further information on these visas types and other immigration information is on the OISS website under [visas and immigration](#) status. Do not hesitate to contact them or refer international faculty to OISS for further information. Here is their [resource page for Departments](#). When conducting a position search, it is better to ask about visa status only after the final cut and an offer is being made.

Relevant OISS contact:

Bristol Day, Front Desk Supervisor, OISS, [daybrist@msu.edu](mailto:daybrist@msu.edu) or 517-353-1720

## VISITING SCHOLARS

According to Academic HR, visiting scholars are defined as “visiting on a short-term basis and intending to return to their home institution” and need no formal MSU search process. Visiting scholars can be domestic or international and be funded by MSU, a grant, foundation, or a foreign government, for instance. Sometimes a potential scholar will contact you or a faculty member with funding, but looking for a host institution. If the faculty member wishes to host this scholar, then a formal letter of invitation and/or a contract is necessary as well as the appropriate visa if the scholar is international. If the department does not have a place for this scholar, a good place to refer them to is the [Visiting International Professional Program \(VIPP\)](#), who can potentially host them at MSU for a fee. Contact the [Office of International Students and Scholars](#) (OISS) for more information on visa requirements. See the appendices for a sample invitation letter. If hosting a visiting scholar, make sure that you welcome them to the department, include them in department activities, and make them feel like a welcome guest during their stay. Treat them as you would wish to be treated if you were visiting at another institution for they might return the favor.

## LEAVES

### Sabbatical

The MSU sabbatical leave policy is outlined in detail in the [MSU Faculty Handbook](#). In summary, sabbaticals are not guaranteed and are only available to tenured faculty members who have been at the university 6 or more years. A sabbatical report is due to the department chairperson within 30 days of the completion of the leave. Faculty may apply for a one-semester sabbatical at full pay or a two-semester sabbatical at half pay. A two-semester sabbatical at half pay is giving priority. Faculty are highly encouraged to apply for grants to offset the cost of their sabbatical. Sabbatical applications are due to the department chairperson who then must endorse the application and turn it in to the Dean's office on the following calendar: On a specified date in February for the following fall or the following academic year or on a specified date in July for the following spring. A faculty member may apply early if supported by the chair (e.g., in February for the following spring). The Dean reviews the applications and forwards the ones endorsed by the College to the Provost's Office. Notification of final approval is available to the Department through the HR system. See the [CAL Sabbatical Request Policy](#) on the CAL HR Page.

Note the following from the Faculty Handbook – **Departmental adjustments**

1. If a sabbatical leave is granted for one year, academic or fiscal, the department involved will be entitled to use the released funds for a replacement, provided approval is given by the dean of the college.

2. If leave is granted for less than a year, the department will be expected to make adjustments such as suspending courses or by reassigning other personnel.
3. Sabbatical leaves shall not be granted to several members of a department concurrently if the efficiency of instruction, research and service programs will be impaired.

### **Leave of Absence (LOA)**

Faculty and staff may take a leave without pay from the university. According to the MSU [Faculty Handbook section on an LOA](#), "Faculty/academic staff granted an approved leave of absence without pay may continue in force the optional benefit programs by paying the full cost of all premiums." See the link above for further details. There is a special Faculty Handbook policy that applies to faculty who are [requesting a leave for the purpose of a prestigious grant](#). See also the College policy on leaves of absence for prestigious grants in the appendices. Please also note the salary limitations on outside grants in the relevant MSU Faculty Handbook policy on leaves. See also the summary of policies for the purposes of family leave in the appendix.

### **Family Medical Leave Act (FMLA)**

The Faculty Handbook has an extensive section on the [Family Medical Leave Act \(FMLA\)](#): "The Family and Medical Leave Act (FMLA) of 1993 requires that eligible employees be allowed to take unpaid leave, or paid leave if earned, for a period of up to twelve work weeks in any twelve month period (defined by MSU as the fiscal year, i.e., July 1 through June 30) for the following reasons: incapacity due to pregnancy, prenatal medical care or child birth; to care for the employee's child after birth, or placement for adoption or foster care; to care for the employee's spouse, son or daughter, or parent, who has a serious health condition; or for a serious health condition that makes the employee unable to perform the employee's job." Please see the above link for further information as well as the [Human Resources Office FMLA page](#). Faculty members should work with the Department Chairperson and FO to apply for FMLA leave. Any questions or concerns, please contact Associate Dean Sonja Fritzsche. Note that the [Graduate Employees Union \(GEU\)](#) contract provides for adoption and maternity leave for graduate students - see Article 18 Section III. See also the [Summary of MSU Parental and Health Leave Policies for Faculty and Academic Staff](#) on the CAL HR page.

[Modified Duties Policy](#) – Faculty who are teaching and have a new child are eligible to request modification of their workload and a flexible schedule for up to one semester within 12 months after the child comes to their home. For detailed information is available in the Faculty Handbook and see also the [Summary of the MSU Parental and Health Leave Policies for Faculty and Academic Staff](#) on the CAL HR Page.

### **Sabbatical Leave for Department Chairs and Directors**

As per the MSU Faculty Handbook, Chairs and Directors are eligible for

- Three months once in every three years with full pay, initially after six years of service to the University which includes at least three years of administrative service.
- Six months with no reduction in pay after at least six years of service to the University since the previous sabbatical or from the date of full-time appointment including at least three years in administrative positions without compensated leaves.

More information can be found at <https://hr.msu.edu/policies-procedures/faculty-academicstaff/faculty-handbook/sabbatical.html>



## RETIREMENT

[AHR's retirement policy](#) stipulates that faculty and academic staff are eligible for retirement "following the attainment of age 62 with 15 years of service or after 25 years of service at any age." MSU's Human Resources Department has many resources to help faculty plan, prepare for, and enjoy retirement. From an administrator's point of view, the most pertinent information are the instructions for filing the paperwork for impending retirees. All pending retirements must be complete an "application to retire" that is then filed via EBS. This form needs to be submitted at least 90 days before the retirement takes effect. Some faculty—those hired prior to 1 January 1992 – may be eligible for a "terminal consultancy," which is effectively a year during which their duties are reassigned, usually with an emphasis on research, just before their formal retirement begins.

### Relevant References:

HR Application to Retire: <https://www.hr.msu.edu/ebshelp/applicationtoretire/index.html>

HR Retirement: <https://www.hr.msu.edu/benefits/retirement/prepare-to-retire.html>

### Relevant Contacts:

Your unit's HR person (often the Financial Officer)

MSU HR: 517-353-4434 or [SolutionsCenter@hr.msu.edu](mailto:SolutionsCenter@hr.msu.edu)

## **DISABILITY SERVICES** (also helps with chronic or temporary health conditions that need accommodations)

Students, faculty, and staff members with disabilities or chronic or temporary health conditions have many resources available to them to ensure that MSU and CAL provide inclusive working and learning environments. The first and primary resource for all individuals is MSU's [Resource Center for Persons with Disabilities \(RCPD\)](#). In cases of work accommodations RCPD will make a recommendation to HR, which will ultimately make the accommodation recommendations to the employee's unit in consultation with the supervisor/chair. Employees will receive a Statement of Employee Accommodation Determination (SEAD).

RCPD unit has experts who can assist with issues ranging from sight and hearing impairments to neurological and psychiatric issues. Students with disabilities should register with RCPD to receive a "visa," an official document that informs faculty and academic staff of the necessary accommodations these individuals need to be successful. These accommodations that are mandated by the American with Disabilities Act (ADA) and determined by RCPD for their disability. Please work with the RCPD coordinator assigned to the student or employees case if you have any questions or concerns regarding accommodation. Students or employees are not required to reveal their disability in order to receive accommodation.

### Relevant Contacts:

RCPD main line: 517-884-7273

Beverly Stehlik, Assistant to the Director, [bhs7@msu.edu](mailto:bhs7@msu.edu) or 517-884-1903

## **DISCIPLINARY ACTION/ Best Practices/Faculty Grievance and Dispute Resolution Office**

*Faculty:* MSU's faculty handbook's policy, "[Discipline and Dismissal of Tenured Faculty for Cause](#)," spells out procedures for minor and serious disciplinary actions. This policy encourages administrators to seek out resolutions prior to the implementation of any disciplinary action, minor or serious, and insists that administrators consult with their supervisors throughout the process. Concerned faculty must have access to due process. All matters are confidential. It is important to carefully document all conversations in such matters. Please contact Associate Dean Fritzsche before taking any action. The Faculty Grievance and Dispute Resolution Office is also a useful third party resource in such matters.

*Support Staff:* Although chairs and directors do not have supervisory authority over support staff, they should nonetheless be aware of the policy and procedure, outlined by HR that govern these actions.

Relevant Reference:

Human Resources site for support staff policy:

<https://www.hr.msu.edu/policiesprocedures/support-staff/support-staff-policies-procedures/discipline.html>

## **RELATIONSHIP VIOLENCE AND SEXUAL MISCONDUCT (RVSM), OFFICE OF INSTITUTIONAL EQUITY**

MSU's RVSM Policy, overseen by the [Office of Institutional Equity](#) (OIE), is, according to OIE's website, "a subset of the Anti-Discrimination Policy (ADP), which prohibits University community members from engaging in relationship violence, stalking, and sexual misconduct. The RVSM also describes the process for reporting violations of the policy, and identifies resources available to members of the University community who experience relationship violence, stalking, or sexual misconduct."

This policy ensures that MSU remains in compliance with [Title IX](#).

All university employees must complete RVSM training—a series of online modules—annually and, per Title IX, are mandatory reporters. According to [OIE's FAQs](#), Mandatory reporters are "required to report allegations of sexual assault involving members of the University community to the MSU Police Department and the Office of Institutional Equity [OIE]." In instances of sexual harassment can be reported only to OIE. All MSU employees (with few exceptions) are mandatory reporters.

Relevant Contacts:

To file a report about an RVSM violation: 517-353-3922 <https://oie.msu.edu/file-a-report/index.html>

OIE: [oie@msu.edu](mailto:oie@msu.edu)

Tanya Jachimiak, Assoc. VP, [OCR.tanyajachimiak@msu.edu](mailto:OCR.tanyajachimiak@msu.edu)

Office for Civil Rights & Title IX Education & Compliance

Melody Werner, Director, OIE, [OIE.MelodyWerner@msu.edu](mailto:OIE.MelodyWerner@msu.edu)

Debra Martinez, Deputy Director and Senior Deputy

Title IX Coordinator, OIE, [OIE.DebraMartinez@msu.edu](mailto:OIE.DebraMartinez@msu.edu)

Nicole J. Schmidtke, Interim Deputy Director, OIE, [OIE.NicoleSchmidtke@msu.edu](mailto:OIE.NicoleSchmidtke@msu.edu)

## ANNUAL REVIEW, RAISE PROCESS, & RPT

Department chairs play a big role in all review processes. They mentor and consult with their colleagues as the latter prepare their annual review files and larger dossiers for milestone personnel actions. Further, chairs are responsible for mentoring their faculty, writing annual review letters, arranging tenure/review committees, securing external reviewers, and completing the chair's sections of university forms, such as Form D. Chairs should also confer with unit heads with whom they share jointly appointed or assigned faculty members. These connections should be codified in memoranda of understanding (MoUs). Refer to the CAL bylaws and the unit bylaws.

Annual review letters become part of faculty and academic staff personnel files and are important documentation of faculty mentoring in the pre-tenure years.

All faculty and academic staff undergo annual review, a process outlined at the unit level, and must also input their data into the [Faculty Activity Information System \(FAIS\)](#) by the end of January. All departments are asked to use FAIS as part of their annual review process, so that their work is captured by university analytics.

The annual review process usually begins relatively early in the spring semester. Each department follows the process outlined in their department bylaws, policies, and guidelines. Usually this takes the form of a unit peer review committee. This committee advises the chair of their findings, and the chair continues the process through the spring and summer. Chairs should make opportunities available to their colleagues to have conversations with each faculty member about the review committee's findings and the chair's review. The process culminates in the chair's written evaluation, which should be done by July at the latest. Raise recommendations and the merit increase process takes place in late summer/early fall.

According to MSU's faculty handbook, "all units must have procedures for written evaluation of tenure system faculty at all ranks to support the annual merit process and provide for a clear statement of performance expectations and accomplishments." As this policy makes plain, annual review and merit evaluation are intertwined, though their goals are formative, in the case of review, and summative, in the case of evaluation. All tenure system faculty will appear on a unit's raise list, which means their increase is calculated according to the control figure handed down from the Provost's Office.

*[All units must also have procedures for the review and evaluation of academic staff and fixed term faculty. Academic staff will appear on a unit's raise list and their increase is calculated according to the same control figure as that of the tenure system faculty. Fixed term faculty appear on a separate raise list. These raises follow UNTF procedures and minimum salary guidelines as well as the guidelines provided in a given year by the Provost. The percentage of fixed term faculty's appointments that is covered by the UNTF is subject to the increase negotiated by the union. For the percentage of fixed term faculty's appointment not covered by the UNTF, increases are at the discretion of the chair and should take into account the input derived from the annual review process.]*

Tenure system faculty undergo reappointment review in their third year and promotion and tenure review in their sixth year. See MSU, College, and unit bylaws for the criteria for promotion to Associate Professor and Full Professor. Note: If a faculty member requests an extension on their tenure clock, whether orally or in writing, please contact the Associate Dean for Personnel.

*[Academic staff in the continuing system undergo a third-year review as they make their way into the continuing system and sixth year review, which may secure them continuing status. They are also eligible to be promoted to senior academic specialist after rigorous review. Fixed term academic specialists who have completed 60 FTE service months are also eligible to apply for senior academic specialist.*

*Fixed Term faculty, whether in the fixed-term faculty system or fixed term academic specialists, are eligible for Designation B, awarded after a rigorous review. Refer to the most current UNTF contract for faculty eligibility for Designation B. As per UNTF contract, an e-mail is sent out each semester to all fixed-term faculty to notify them of this opportunity. They are also eligible for promotion to Associate Professor or Full Professor after rigorous review. The latter follows the RPT calendar except that materials are due to the College in mid-January.] See the draft guidelines on the CAL HR website: <https://cal.msu.edu/faculty/faculty-academic-staff-human-resources/college-msu-policies/> Note that the College has been revising these documents. Please look for them in the AY 20-21.*

Academic Administrators are reviewed by the Dean. Chairs, Directors, and Assistant/Associate Deans submit a self-evaluation letter to the Dean in May. Yearly guidelines for this are sent out at the end of the spring semester by the Office of the Dean. Chairs and Assistant/Associate Deans are not reviewed in their own departments but solely by the Dean. Directors are reviewed in their respective departments in the area of research, teaching, and service. The portion of their director position that is administrative is reviewed by the Dean. The Dean will write a letter of evaluation and send it to the director as well as the director's department chair. The Dean and the chairperson will meet to discuss the recommended merit raise and any potential market raise on the basis of the Dean's and chair's evaluations.

Raises (For the raise process see the section "Funding")

Relevant References:

HR site, "Performance Review & Development for Faculty & Academic Staff":

<https://www.hr.msu.edu/ua/performance/faculty-academic-staff/index.html>

Sample Faculty Performance Review Letters:

<https://www.hr.msu.edu/ua/performance/faculty-academic-staff/sample-letters.html>

Optional CAL Annual Evaluation Form:

[https://cal.msu.edu/wp-content/uploads/sites/56/2020/09/CAL\\_Annual\\_Evaluation-tenure\\_system.pdf](https://cal.msu.edu/wp-content/uploads/sites/56/2020/09/CAL_Annual_Evaluation-tenure_system.pdf)

CAL resources for review/evaluation of faculty and academic staff:

<http://www.cal.msu.edu/faculty/faculty-policies-forms>

FAIS portal: <https://www.egr.msu.edu/activityreport/>

MSU Faculty Guide for Reappointment, Tenure and Promotion Review:

<https://www.hr.msu.edu/ua/promotion/faculty-academic-staff/guide.html>

College Reappointment Promotion and Tenure Guidelines:

<http://www.cal.msu.edu/faculty/faculty-policies-forms/college-reappointment-promotion-andtenure-guidelines>

**The [Faculty Activity Information System \(FAIS\)](#) or [Academic Profile System](#).**

Typically opens in late fall and closes on January 31 each year. Faculty access to FAIS after it closes is not permitted. The College is slowly switching over from the FAIS system to the new Academic Profile System likely in AY 20-21, so please check with Scott Schopieray as to the timeline. Chairs should also check with Scott Schopieray in November each year to make sure 1) that any new faculty have been added to the system; and, 2) that the appropriate staff and departmental administrators have access to FAIS faculty reports and summaries or Academic Profile System as per the timeline.

**Academic Specialist, Continuing System**

Note for chairs: you won't receive "formal" notice of specialists up for review until November -- for specialists going through their second three-year review (the review that moves them out of the probationary continuing system and into the continuing system), this isn't enough time to obtain external or internal review letters; however, you will receive "informal" notice of specialists who are up for review early in the fall (and you can just keep track). If you have specialists moving out of their probationary period or going up for promotion to senior specialist, begin the process of soliciting reviewers mid-fall semester so your departmental committee has those reviews in hand in January when they are reviewing the specialist files. See the College deadlines page for the date when these need to be submitted to the College. The College has been working on new College guidelines for this promotion process. Please look for these new guidelines in AY 20-21.

Relevant Reference: [Academic Specialist Handbook](#)

## **FACULTY LIFE**

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### **PROFESSIONAL DEVELOPMENT**

CAL is committed to supporting faculty and academic staff members' paths to intellectual, creative, and professional leadership. This support takes the form of funding to facilitate research and professional development, as well as on- and off-campus workshops, seminars, and programs dedicated to professional growth and leadership development. The College also occasionally offers leadership workshops.

#### **Academic Advancement Network (AAN)**

The primary site for professional and leadership development resources and opportunities. The Academic Advancement Network (AAN) works with all faculty, academic staff, and academic administrators at Michigan State University as they join the university, establish professional trajectories, and move through various stages of review, promotion, and growth. The AAN organizes a variety of faculty and administrative orientations, provides support for colleagues on all academic career paths, offer research and scholarship workshops, as well as consultations with individuals and departments, in order to provide support for faculty as they develop and sustain their unique contributions to the University, to provide support for teaching and learning across the

mission of the University, and to provide leadership and development support to university administrators at all levels. This includes annual workshops, seminars, and institutes as well as coordinating the activities of the Big 10 Academic Leadership Program and the Big 10 Department Executive Officers Program. Note their “thrive” series, as well as the programs designed specifically for unit leaders.

The [HUB for Innovation in Learning and Technology](#) also supports faculty and academic staff, particularly in pedagogically oriented projects and initiatives. The summer faculty fellowship program may be of particular interest to colleagues who want to devote the summer months to working through new course/curricular design or the scholarship of teaching and learning (SoTL).

MSU also sponsors internal funding, such as the HARP production & development grants and travel grants.

International Studies and Programs offers the College Fund for International Travel for conference travel abroad.

Relevant References:

CAL resources (page includes some MSU opportunities such as the HARP, too):  
<http://www.cal.msu.edu/faculty/research/funding-opportunities>

Relevant Contacts:

AAN contact form: <https://aan.msu.edu/contact/> or 517-432-1185  
Beth Leete, Executive Staff Assistant, [leeteb@msu.edu](mailto:leeteb@msu.edu)

HUB contact form: <https://hub.msu.edu/connect/> or 517-355-5482

Sonja Fritzsche, CAL Associate Dean for Academic Personnel & Administration  
[fritzsc9@msu.edu](mailto:fritzsc9@msu.edu)

Bill Hart-Davidson, CAL Associate Dean for Research & Graduate Education  
[hartdav2@msu.edu](mailto:hartdav2@msu.edu)

Leann Dalimonte, Administrative Business Professional 517-353-8750  
[dalimon8@msu.edu](mailto:dalimon8@msu.edu)

Barb Miller, CAL Research Administrator, 517-353-4939  
[bmiller@msu.edu](mailto:bmiller@msu.edu)

Marianne Triponi, Accountant I, 517-355-5821  
[triponi@msu.edu](mailto:triponi@msu.edu)

## Travel

Units have policies on providing travel funds to tenure stream, fixed-term system and academic staff. The Office of the Associate Dean for Research oversees any College travel grants in collaboration with Chairs.

International Studies Programs Special Foreign Travel Fund offers grants that require matching funds from the Department/College, so please contact the Associate Dean for Research.  
<https://www.isp.msu.edu/informationresources/faculty-funding/special-foreign-travel-fund/>.

There are limited travel funds available through UNTF. Fixed term system faculty, including fixed term academic specialists, should inquire with UNTF about availability and application procedure.

Limited funding is available from the College for research-related undergraduate travel. A request should come endorsed from the faculty advisor and include description of project, conference acceptance letter, and an itemized budget from the requesting student that includes already committed funds and other funding sources they are pursuing. The Department needs to demonstrate co-sponsorship. Please contact the CAL Associate Dean for Undergraduate Studies.

**FELLOWSHIPS; PRESTIGIOUS AWARDS**

Faculty are encouraged to apply for a variety of external fellowships and awards. The Office of the Associate Dean for Research provides help in searching for such programs and also in the writing of proposals. Should a faculty member be awarded a prestigious award or fellowship and wish to take a leave of absence, they should consult with their Department Chair prior to applying. The College does provide subvention for prestigious awards or fellowships ([these are defined in the MSU Faculty Handbook](#)) and follows the subvention policy outlined in the Appendix. Contact the Associate Dean of Academic Personnel and Administration for subvention approval.

**FACULTY AND STAFF AWARDS**

**Contact:** Melissa Staub, Project Manager, [staubmel@msu.edu](mailto:staubmel@msu.edu)

**All University Awards**

Please visit <https://www.ahr.msu.edu/all-university-awards> for complete information on All University Awards.

Initial nominations are submitted electronically by visiting <http://www.cal.msu.edu/faculty/facultystaff-awards/all-university-awards>.

All University Awards Approximate Timelines

|                   |                                                                                                                                   |
|-------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| April 1           | Online form and <u>initial</u> nomination documents due.                                                                          |
| April 1- April 30 | March 30 CAL Awards Committee reviews nominations and selects successful nominees                                                 |
| May 1             | Dean’s Office informs nominators of the Committees decisions and requests that the nominator complete the full nomination dossier |
| September 7       | Full nomination dossier due to the Dean’s Office                                                                                  |
| October 4         | Nominations forwarded to the Office of the Provost                                                                                |

**Robert F. Banks Leadership Award:**

Final nominations for this award may be submitted directly to the Office of the Provost by the early October deadline.

Criteria and Eligibility: Current or retired (up to three years following retirement) MSU faculty, academic staff or support staff in recognition of extraordinary and sustained institutional leadership who have maintained at least five years in a leadership role at MSU.

Limit: The College of Arts & Letters and individual nominators may submit an unlimited number of nominations

**William J. Beal Outstanding Faculty Award:**

Final nominations must be submitted to the Office of the Dean

Criteria and Eligibility: An MSU faculty member (i.e., tenure system faculty, continuing appointment system librarian, health programs (HP) faculty, FRIB/NSCL faculty, and MSU College of Law tenure system faculty) for outstanding total service to the University.

Limit: The College of Arts & Letters may nominate 3 individuals

**Teacher-Scholar Award:**

Final nominations must be submitted to the Office of the Dean

Criteria and Eligibility: MSU faculty members who are tenure system faculty from the ranks of assistant professor and associate professor, individuals holding NSCL faculty appointments; individuals holding faculty health programs (HP) appointments, and Law College faculty who early in their careers (seven years or less) have earned the respect of students and colleagues for their devotion to and skill in teaching. Limit: The College of Arts & Letters may nominate 4 individuals

**Community Engagement Scholarship Award:**

Final nominations must be submitted to the Office of the Dean

Criteria and Eligibility: MSU faculty or academic staff member and her/his designated community partner(s) that have demonstrated a highly engaged community-based scholarship collaboration that positively impacts both the community and scholarship. Limit: The College of Arts & Letters may submit an unlimited number of nominations

**President's Distinguished Teaching Award:**

Final nominations must be submitted to the Office of the Dean

Criteria and Eligibility: Current MSU faculty members who have a sustained record (generally 3+ years) of substantial teaching responsibilities (generally 1 class/semester) for Michigan State University and who have implemented creative and engaging ways that foster student learning.

Limit: The College of Arts & Letters may submit an unlimited number of nominations

**Distinguished Academic Staff Award:**

Final nominations must be submitted to the Office of the Dean

Criteria and Eligibility: Academic specialists and MSU Extension (MSUE) academic staff who serve the University in advising, curriculum development, outreach, extension, research, and teaching who have demonstrated significant accomplishments and distinguished careers.

Limit: The College of Arts & Letters may submit an unlimited number of nominations

**Excellence-in-Teaching Citations:**

Final nominations must be submitted to the Office of the Dean

Criteria and Eligibility: Graduate teaching assistants who have distinguished themselves by the care they have given and the skill they have shown in meeting their classroom responsibilities as well as their contributions to the undergraduate program. Limit: The College of Arts & Letters may nominate 3 individuals



## **Additional University Level Awards**

### **Excellence in Diversity Award**

Please visit <https://inclusion.msu.edu/awards/excellence-in-diversity/index.html> for complete award information.

*Criteria and Eligibility:* MSU faculty, staff, and students to create and support an environment where diversity and inclusion are valued. Members of the MSU community can nominate individuals, units, and organizations for their work toward inclusive excellence in three categories:

- Individuals—Excellence within Community
- Teams—Excellence within Community
- Units/Organizations—Excellent Progress toward Achieving Diversity and Pluralism

*Deadline:* Early November. Submit nominations electronically through the link found at <http://www.inclusion.msu.edu/awards-programs/awards/guidelinesrequirements/nomination-packet.html>.

### **Jack Breslin Distinguished Staff Award**

Please visit <https://www.hr.msu.edu/recognition/support-staff/distinguished-staff-award.html> for complete award information.

*Criteria and Eligibility:* University support staff members who exemplify the qualities displayed by Jack Breslin, including overall excellence in job performance, supportive attitude and contributions to the unit or university that lead to improved efficiency or effectiveness, and valuable service to the university.

*Deadline:* Late October to Human Resources

### **Clerical-Technical Recognition Award**

Please visit <https://www.hr.msu.edu/recognition/support-staff/clerical-technical-recognitionaward.html> for complete award information.

*Criteria and Eligibility:* Clerical-Technical support staff members who exemplify respect and concern for all members of the campus community, diligence in daily work, significant contributions to the community or public service and innovative thinking.

*Deadline:* Late June. Submit nominations electronically to [ServiceAwards@hr.msu.edu](mailto:ServiceAwards@hr.msu.edu).

### **Ruth Jameyson Above and Beyond Award**

Please visit <https://www.hr.msu.edu/recognition/support-staff/ruth-jameyson-award.html> for complete award information.

*Criteria and Eligibility:* Support staff member who is pursuing a graduate degree and who most closely exemplifies the contributions, personal characteristics, and commitment to MSU demonstrated by Ms. Jameyson, going “above and beyond” what is reasonably expected in supporting the mission of Michigan State University.

*Deadline:* Late January. Submit nominations electronically to [gasserra@rhs.msu.edu](mailto:gasserra@rhs.msu.edu).

### **Outstanding Supervisor Award**

Please visit <https://worklife.msu.edu/supervisor-award> for complete award information.

*Criteria and Eligibility:* Michigan State University supervisors who have consistently demonstrated work/life sensitivity and support of the professional/personal needs of the employees in their unit.

*Deadline:* Accepted February 1 to July 31  
Submit nominations electronically at

<https://forms.office.com/Pages/ResponsePage.aspx?id=MHEXli9k2UGSEXQjetVoffiyNrRv8FZHpv4Q1DAOCDhUMjVZOUVBQkhYUDM1NloyMkIKQkpRSzZFQy4u>.

### **College Level Faculty Awards**

Please visit <http://www.cal.msu.edu/faculty/faculty-staff-awards/college-faculty-awards> for specific information on each College level faculty award.

### **Faculty Leadership Award**

*Criteria and Eligibility:* College of Arts & Letters faculty who demonstrate outstanding leadership and go beyond the performance of routine tasks, are generous in sharing insights, and provide the hard work and mentoring that creates vision and excellence in programs and departments.

*Deadline:* Late February. Nominations are submitted electronically through the link found at <https://cal.msu.edu/faculty-leadership-award/>

### **Fixed-Term Faculty/Academic Specialist Leadership Excellence Award**

*Criteria and Eligibility:* Fixed-term faculty and academic specialists in the College of Arts and Letters who demonstrate leadership that fosters excellence, encourages others on their own path to intellectual leadership, and enhances diversity in their unit and across the college.

*Deadline:* Late February. Nominations are submitted electronically through the link found at <http://www.cal.msu.edu/faculty/faculty-staff-awards/college-faculty-awards/fixed-termfacultyacademic-specialist-leadership-excellence-award>.

### **College of Arts & Letters Community Partner Award (Faculty)**

*Criteria and Eligibility:* CAL Faculty members who have contributed to the community at the local, state, national and or global/world levels through participation, student mentorship and overall leadership, as well as significant involvement as is reflected in one or more community engagement activities.

*Deadline:* To be determined.

### **Paul Varg Alumni Award for Faculty**

*Criteria and Eligibility:* CAL Faculty members who have challenged students intellectually, maintained a national reputation in their field, provided service to the college, university and community, and is the consummate professional.

*Deadline:* Early February. Nominations are submitted electronically through the link found at <http://www.cal.msu.edu/faculty/faculty-staff-awards/college-faculty-awards>.

### **Faculty Award for Innovation and Leadership**

*Criteria and Eligibility:* CAL Faculty members who have utilized innovative practices in the classroom, finds engaging way to integrate scholarship and teaching, and provides rich opportunities for experiential learning beyond the classroom setting.

*Deadline:* To be determined. Nominations are submitted electronically through the link found at <http://www.cal.msu.edu/faculty/faculty-staff-awards/college-faculty-awards>.

### **Toward an Open Monograph Ecosystem Award**

*Criteria and Eligibility:* Monographs must have been accepted for publication by a participating university press. Eligible monographs must be authored or co-authored by a member of the MSU faculty. Generally, critical editions, edited collections, creative

works, textbooks, and translations will not be eligible for the award. Deadline: To be determined.

### **College Level Staff Awards**

The deadline for all College level staff awards is typically early to mid-May.

Please visit: <https://cal.msu.edu/faculty/faculty-and-staff-awards/college-staff-awards/> for specific information on each College level staff award.

### **Jo-Ann Vanden Bergh Award**

Criteria and Eligibility: Support staff member with a minimum of five years of service in the College of Arts & Letters who exemplifies the qualities displayed by Jo-Ann Vanden Bergh including dedication to problem solving and fostering high quality work, treating others with dignity, respect and integrity, promoting teamwork that enhances effectiveness and efficiency in the workplace, and superior work performance.

### **The Diversity, Equity, Justice, and Inclusion Support Staff Award**

Criteria and Eligibility: College of Arts & Letters staff member who has completed the probationary or trial period of employment for their current position and who demonstrates adept skills in engaging across differences among the communities in which they work and actively works to make Michigan State University a more accessible and welcoming place by understanding the complex, intersectional nature of identity, and employing such knowledge to improve the student, faculty, academic staff, and support staff experience.

### **Exceptional Service Support Staff Award**

Criteria and Eligibility: Support staff member who has worked for MSU's College of Arts & Letters for at least three years and has consistently demonstrated outstanding performance and a commitment to delivering exceptional service. He/she anticipates the needs of the Unit and is proactive and forward thinking in addressing those needs. The candidate also promotes productive relationships across the College and University while demonstrating diplomacy and responsiveness.

### **Outstanding Leadership Award**

Criteria and Eligibility: College of Arts & Letters staff member who has completed the probationary or trial period of employment for their current position and who member of the support staff (CT, APA, APSA) who embodies exceptional leadership by building community; nurturing a culture of care and support; exhibiting strong stewardship of institutional resources (time, talent, financial, etc.); and developing a shared vision of institutional excellence.

### **Rising Star Award**

Criteria and Eligibility: Support staff members who have worked for MSU's College of Arts & Letters for one to three years and have shown promise early in their CAL careers with a potential for growth and advancement by exhibiting exemplary dedication to the mission of the College and Michigan State University while consistently demonstrating outstanding performance in fulfillment of their job responsibilities.

## **FACULTY GOVERNANCE**

[College bylaws](#) / [University bylaws](#) / Unit bylaws, College committees (CAC, CCC, CGC, CUC, CIPC):

Faculty governance at MSU operates at all levels—department, college, and university—and, for many matters, including the curriculum and RPT, the structures are scaffolded so that deliberations and approvals occur as part of a larger process. Fulsome participation in faculty governance ensures that faculty exercise their voice in all matters concerning the university. The Secretary for [Academic Governance](#), a position held by a faculty person appointed by the President in consultation with the Steering Committee, is the faculty’s primary representative. This position presides over/serves as ex officio member of the major governance bodies and committees, including the University Council and the Faculty Senate.

Relevant contacts:

MSU Faculty Governance: Tyler Silvestri, Secretary for Faculty Governance, and Sherry Lott, Executive Secretary, 517-355-2337 contact form: <https://acadgov.msu.edu/contact>

Curricular matters rank highest among the responsibilities faculty hold as part of their role in governance. In addition, faculty participation in governance works in conjunction with the administration on matters including tenure and promotion, athletics, student affairs, various hearing boards, and institutional reviews.

At the college level, there are six major committees:

- [College Advisory Council \(CAC\)](#): members are drawn from each unit. This Council serves in an advisory capacity to the Dean and performs many important tasks, including empaneling the college’s RPT committee, as part of its charge.
- [College Graduate Council \(CGC\)](#): members are drawn from units with graduate programs. This committee has curricular oversight and also generates policies and proposals for graduate programs.
- [College Curriculum Committee \(CCC\)](#): members are drawn from each unit. This committee exercises undergraduate curricular oversight.
- [College Inclusive Practices Committee \(CIPC\)](#): members are drawn from each unit. This committee reviews and generates college policies and proposals dealing with diversity, equity, and inclusion. Advises the Dean in DEI matters.
- [College Undergraduate Council \(CUC\)](#): members are drawn from each unit. This committee consults and coordinates with the CCC to respond to university-wide initiatives and to review and evaluate College educational policies, including those governing pedagogy and educational objectives. The CUC also consults and collaborates with Departments, Centers, and Programs on undergraduate initiatives and goals.
- [College Reappointment, Promotion, and Tenure Committee](#): Members are drawn from each unit according to the make-up defined by the Bylaws. Advises the Dean in RPT matters.

### College Unit Bylaws

|                                              |                                                 |
|----------------------------------------------|-------------------------------------------------|
| African American and African Studies         | <a href="#">Romance &amp; Classical Studies</a> |
| <a href="#">Art, Art History, and Design</a> | Religious Studies                               |
| <a href="#">English</a>                      | <a href="#">Theatre</a>                         |

|                                                                                 |                                                           |
|---------------------------------------------------------------------------------|-----------------------------------------------------------|
| <a href="#">Linguistics &amp; Germanic, Slavic, Asian and African Languages</a> | <a href="#">Writing, Rhetoric &amp; American Cultures</a> |
| <a href="#">Philosophy</a>                                                      |                                                           |

## **CURRICULUM**

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### **ACADEMIC SCHEDULE**

Contact: Cara Cilano, Associate Dean for Undergraduate Studies, [cilano@msu.edu](mailto:cilano@msu.edu)

- Michigan State University [Academic Calendar](#)
- [Work Copy](#) Timeline

| Processor                                                       | Steps                                                                                                                                                                | Date              |
|-----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| Registrar (RO)–<br>Classroom Scheduling<br>Office               | Releases Work Copy through the registrar’s site<br><a href="https://reg.msu.edu/Forms/WorkCopy/selection.aspx">https://reg.msu.edu/Forms/WorkCopy/selection.aspx</a> | Mid-<br>August    |
| Dept. Administrator &<br>Secretary                              | Download/print/copy to excel & shares with Dept.<br>Admin.                                                                                                           | ASAP              |
| Department Administrator –<br>Assoc.<br>Chair/Convener/Director | Chair or Associate Chair works with programs to<br>populate course schedule for the upcoming<br>academic year                                                        | September         |
| Secretary                                                       | Enters and submits Fall, Spring, and Summer<br>semesters as one work copy through the<br><a href="#">registrar’s site</a> for College                                | early Oct.        |
| College                                                         | Reviews all dept./unit work copy & submits to RO                                                                                                                     | end of<br>October |
| Registrar & Secretary                                           | <a href="#">Tentative schedule</a> released for upcoming year;<br>Changes to dates, times, and enrollment can be<br>made                                             | Jan.              |
| Registrar & Secretary                                           | Classroom changes can be made in the <a href="#">RO<br/>request</a> site                                                                                             | April             |

### **COURSE PROPOSAL SYSTEM**

College Curriculum Committee (CCC), College Graduate Committee (CGC), University College  
Committee (UCC) Sub-C and Full Committee

Courses & Academic Program Requests <https://reg.msu.edu/Forms/Courses/CoursesMenu.aspx>  
<https://reg.msu.edu/Forms/AcademicPrograms/Programsmenu.aspx>

### **REGISTRATION**

Current MSU students receive enrollment appointments in March and April which allow them to enroll for the upcoming fall and spring semesters. Enrollment in summer courses begins in March. Students enroll for an entire academic year in the preceding spring. All incoming students attend an orientation session to register. Students utilize [www.schedule.msu.edu](http://www.schedule.msu.edu) to search for and enroll in their courses.

## BOOK ORDERS

After faculty are linked to their courses by department staff, they can access the “Textbook and Material Entry” form through the Registrar’s Office Instructor Systems page. It is usually best to have a staff member authorized who is also able to enter the information for fixed term faculty who cannot access their courses until after their appointments are processed which can slow down their access. The information on this form is automatically communicated to bookstores and is accessible by students.

Note: Book orders must be made through the Registrar’s Office Instructors Systems page to ensure that we are in compliance with the Higher Education Opportunity Act of 2008 (HEOA), which ensures the transparency of course costs to the students in a timely fashion.

## ACADEMICS

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### UNDERGRADUATE STUDIES

College Office Contacts:

**Cara Cilano**, Associate Dean for Undergraduate Studies, [cilano@msu.edu](mailto:cilano@msu.edu)

**Beth Judge**, Assistant Dean for Undergraduate Education, [judgebe@msu.edu](mailto:judgebe@msu.edu)

The Office of the Associate Dean for Undergraduate Studies provides leadership for a quality curriculum in the College including facilitating the work of the College Curriculum Committee (CCC), representing the College on Undergraduate Committees and Initiatives, serving as *de facto* chair for Interdisciplinary Programs, and serving as the Director of the Center for Interdisciplinary Studies in the Arts & Humanities (IAH).

The Assistant Dean and the Undergraduate Affairs office in 200 Linton Hall works closely with the office of the Associate Dean. In addition to advising, career and experiential learning, and student success initiatives, this is the office that deals with student issues such as drops, withdrawals, grief absences for students, academic integrity issues for students, and other policies impacting students. Issues regarding student behavior should be referred to this office unless the student is a threat to themselves or others. In those cases, a [BTAT \(Behavior Threat Assessment Team\) report](#) should be filed.

The following individuals are in the Office of Undergraduate Education located in the 200 Suite of Linton hall:

- Cara Cilano, Associate Dean for Undergraduate Studies
- Bethany Judge, Assistant Dean of Undergraduate Education
- Quinn Moreno, Director of Undergraduate Affairs
- Dan Meier, Director of Excel Network
- LaDonna Croffe, Recruitment Coordinator/Citizen Scholars Coordinator

- Maggie Harris, Internship and Alumni Coordinator
- Kate Rendi, Academic Advisor

## Advising

The College views academic advising as a critical component to student success. Students are encouraged to meet with their advisor at least once per academic year. Advisors are physically located within each department, other than the advisor for interdisciplinary programs (ACM/Museum Studies, American Indian and Indigenous Studies, Experience Architecture, Integrative Studies in the Arts and Humanities, Jewish Studies, Global Studies in the Arts and Humanities, and Humanities Pre-law) but have reporting lines to the Assistant Dean of Undergraduate Education. Our advisors work as a team and meet monthly. In addition to our primary majors, advisors are responsible for advising any second degree, additional major or minor student within their department.

## Student Resources

The Resource Center for Persons with Disabilities (RCPD) offers services and programs to assist MSU students and faculty. The goal of this office is to maximize the ability and opportunity for our students. They are located in Bessey Hall ([www.rcpd.msu.edu](http://www.rcpd.msu.edu)). This office is also a resource for faculty to ensure they can fully support their students registered with RCPD.

Counseling and Psychiatric Services (CAPS) offers services for students that are seeking help for a wide range of concerns, including: depression, anxiety, stress management, homesickness, adjustment or acculturation, relationships, gender and sexual orientation (LBGTQ) issues, substance abuse, traumatic experiences, eating or body image concerns, and other personal mental health concerns.

There are many other services listed on the [College's Culture of Care](#) website.

Additional resources include:

- [MSU Faculty Code of Teaching Responsibility](#),
- [Family Educational Rights and Policies Act \(FERPA\)](#),
- [MSU Student Handbook](#),
- [Office of the University Ombudsperson](#).

## Excel Network

The [Excel Network](#) takes a holistic approach to supporting students and leading them to fulfilling, successful careers. The network integrates experiential learning, student advising, career education and alumni networking. Students sign up for a career community to ensure they are receiving targeted, relevant information to help guide them. The Excel Network staff plan events and workshops throughout the year and also share information for students via newsletters and other means of communication. Study abroad, study away, and several internship programs are coordinated through the Network. Career and internship advising and assistance are also provided. Dan Meier, Assistant Director of Experiential Education, is available to answer any specific questions about the Network.

## Experiential Learning Requirement

With the creation of the Excel Network, the college implemented an Experiential Learning requirement for all CAL students. This requirement can be met through any of the following: Study Abroad, Study Away, Research, Service Learning, or a pre-approved course with experiential education components. Additional information can be found on the Office of the Registrar's site [www.reg.msu.edu](http://www.reg.msu.edu) and at [excelnetwork.cal.msu.edu](http://excelnetwork.cal.msu.edu).

## **Student Success**

Our myriad of student success programs are run out of the Office of Undergraduate Studies under the direction of Cara Cilano, Associate Dean for Undergraduate Studies, and Beth Judge, Assistant Dean for Undergraduate Education. These include programming for students in probation (Success Training for Academic Recovery), interventions for students that receive early warning reports regarding performance in specific courses, and monitoring of student progress at multiple points throughout all student's degrees. Advisors and the Undergraduate office work together to enact programming and interventions. Faculty should report students who are having problems in a particular course through an Ease Report in the Instructor Menu on the Registrar's Site <https://reg.msu.edu/Forms/Instructor/InstructorMenu.aspx>.

## **Study Abroad/Study Away**

As a leader of Study Abroad on campus, CAL works closely with The Office of Education Abroad (<http://educationabroad.isp.msu.edu/>) to offer over 80 study abroad programs to students across the University. Cara Cilano, Associate Dean for Undergraduate Studies, and Bethany Judge, Assistant Dean of Undergraduate Education, work with departments and faculty to develop and implement the programs that range from exchange to faculty-led programs, from weeks to semester and year long. Faculty interested in developing study abroad programs should meet with Beth Judge early in the process.

CAL has also now become a leader on campus for Study Away. Study Away allows students to experience the United States through study. CAL hosts a number of programs that range from a few days to months in length. Students earn academic credit. Programs are generally lead by faculty or academic specialists in the college and are administratively housed in the Office of Undergraduate Education. Faculty interested in developing a new study away program should meet with Dan Meier very early in the process.

## **GRADUATE STUDIES**

College Office Contact:

**Bill Hart-Davidson**, Associate Dean for Research and Graduate Education, [hartdav2@msu.edu](mailto:hartdav2@msu.edu)  
Leann Dalimonte, Administrative Business Professional, [dalimon8@msu.edu](mailto:dalimon8@msu.edu)  
Laura Borchgrevink, Fiscal Officer, 517-355-5360, [borchgr2@msu.edu](mailto:borchgr2@msu.edu)

The office is in 300 Linton Hall. There is a CAL Graduate Secretary that coordinates with all of the Graduate Program Directors and Secretaries in CAL units. Program Directors meet with that individual & the Associate Dean on the second Thursday of each month in a College Graduate Council meeting to deliberate on curriculum matters and advise the Dean's office on issues of policy. See also the Graduate School's statement on [Graduate Student Rights and Responsibilities \(GSRR\)](#).



### **GA Assignment**

Each of our terminal degree graduate programs (Ph.D. & MFA) in CAL have Graduate Assistantship (Teaching Assistant/Research Assistant) lines as part of their recurring budget and program structure. The programs work with the Associate Dean to ensure that the program can support students with an Assistantship, Fellowship, or other form of support for the full degree period. The number of GA lines each program controls is, therefore, is designed to be equal to the number of enrolled students at any given moment who are making adequate progress toward their degree. This is the steady-state full cohort size of each program.

Graduate students typically receive 3, 4, or 5 years of support depending on their program and degree timeline. The GA work assignment can and should vary during their tenure to ensure a diverse range of professional development opportunity. GA work assignments are made by programs in consultation with an employing department or program. CAL also works with departments to establish Graduate Practica which provide support while broadening career diversity opportunities for graduate students. More information on [Graduate Practica](#) can be found on the CAL website.

GA's work with the university is governed by the [Graduate Employee Union \(GEU\)](#) contract which sets work terms, pay schedule, benefits, and relevant policies and deadlines to be met by both the University and employees.

### **Research Enhancement Funding**

In addition to GA lines, CAL provides each graduate program with Research Enhancement funds that improve recruitment, time-to-degree, and research opportunity for graduate students. These funds typically come in the form of fellowships awarded directly to students, e.g. Summer Support or Degree Completion Fellowships.

Program Directors work with the CAL Graduate Secretary and the Associate Dean on an annual basis to coordinate individual fellowship awards.

Programs may also apply for matching funds by October 1st of each year to support inclusive recruitment plans.

Students may apply on a rolling basis for matching travel funds to support research and/or presentation at a conference, meeting, performance, exhibition, and showing using a form provided by the Graduate School. Matching funds may also be available from the Graduate School and/or International Studies and Programs depending on the nature of the trip and whether the student has applied in the recent past.

Students who apply for major fellowships or grants with awards that are a) prestigious within the students' chosen field or discipline, and b) cover at least a semester's worth of stipend, tuition, and benefits may apply for External Funding Incentives. These awards are \$500 paid as a fellowship. Program directors review and approve awards and forward digital (e.g. email) confirmation of students' application submission to qualify for these awards.

## **FUNDING**

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## RESEARCH/GRANTS

Contacts:

**Bill Hart-Davidson**, Associate Dean for Research and Graduate Education, [hartdav2@msu.edu](mailto:hartdav2@msu.edu)  
Leann Dalimonte, Administrative Business Professional, [dalimon8@msu.edu](mailto:dalimon8@msu.edu)  
Barb Miller, Research Administrator, [bmiller@msu.edu](mailto:bmiller@msu.edu)  
Marianne Triponi, Fiscal Officer, [triponi@msu.edu](mailto:triponi@msu.edu)

The Research Office offers workshops and works one-on-one with faculty who are seeking or who have external grant or fellowship awards. We provide Pre-Award support that includes helping to locate opportunities for grant or fellowships, preparing proposals and budgets, assembling collaborative teams, etc. We also provide Post-Award coordination of grants and fellowships, helping faculty with finances, technology, and project planning.

The Research Associate Dean also works with CAL Research Center directors, convening a meeting two times per semester to coordinate on matters of strategic focus and funding.

## RAISE PROCESS

The raise process is one of the most important tasks of a unit administrator. There are two raise pools – 1) UNTF raise pool and 2) Tenure-stream, academic specialist, and non-UNTF raise pool. The UNTF raise pool is governed by the current UNTF contract. The second raise pool is defined each year by the Provost according to the overall percentage raise available. From this percentage, the Dean takes the so-called “Dean’s withhold”. There are merit and market raises. Market raises come from the Dean’s withhold and from Provost’s funds. Each unit makes recommendations for merit raises that are based on the annual review process as outlined in the unit bylaws and guidelines (see above in that section). The chair or center director will send a raise letter to the Dean’s office that includes any workload variances for the year, market raise recommendations, and also any faculty who are falling behind in merit raises or suffer from salary compression including justification or suggested remedy. Chairs/Director should work closely with the unit’s financial officer to help with calculations, salary compression awareness, adjust for the control total, and at the beginning, to create a weighted workload calculation sheet for use with the annual review committee that will be aligned with the overall rankings and translated into the administrator’s yearly merit and market raise recommendations. Incoming unit administrators should ask the outgoing administrator for help in understanding the existing raise practices of the unit in order to ensure a transparent and open leadership transition process. Please also feel free to ask the Associate Dean for Academic Personnel and Administration and other chairs for advice and existing models.

## BUDGET/ Fiscal

Contacts:

**Ken Deslover**, Chief of Staff, [desloov1@msu.edu](mailto:desloov1@msu.edu) and your unit fiscal officer  
Carly Ensign, Director of Finance, [ensignca@msu.edu](mailto:ensignca@msu.edu)

According to MSU’s Bylaws for Academic Governance, chairs are “responsible for the unit’s educational, research, and service programs—including outreach components of all three; budgetary matters, academic facilities, and personnel matters, taking into account the advisory procedures of the unit.” These responsibilities point out the importance of the chair’s decisions involving operational activities, personnel issues, facility maintenance, and department culture.

Each department's fiscal portfolio has "recurring" and "non-recurring" funds. The department's operational general fund (commonly referred to as "budget") allocation is recurring but can be subject to cuts. The largest expense in the operational general fund is faculty salaries. The nonrecurring funds are made up of grants, gifts, endowments, outside revenue and Off Campus Credit Instruction (OCCI) revenue. Each department's non-recurring fund portfolio is unique and has its own set of restrictions.

Chairs and Directors should make every effort to educate the unit faculty and staff about how the budget works and have conversations with them in order to keep budget matters and policies transparent and open. They do not manage the budget, but should have the opportunity for input on what unit spending priorities are. This type of education helps faculty and staff understand how much is spent on salaries/general fund, travel, etc. They understand the challenges of being an administrator this way and see it less as just arbitrary decision-making. This is also good professional development for future administrators and budgeting/project management is an important skill to learn.

Within CAL, there are several major financial tasks performed by Chairs:

| Process                                                                                                            | Brief Description                                                                           | Timing            |
|--------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|-------------------|
| Fall Planning                                                                                                      | Narrative of Strategic Plans, financial implications will be addressed in Spring Requests   | September/October |
| Course Scheduling                                                                                                  | Hiring must be in alignment with funds available                                            | September/October |
| Hiring Requests for Following Year as part of Spring Ask                                                           | Replacement/Attrition                                                                       | February/March    |
|                                                                                                                    | Retirement Agreements                                                                       |                   |
|                                                                                                                    | New Initiatives/Programs-hires only                                                         |                   |
|                                                                                                                    | Startup funds                                                                               |                   |
| Spring Funding Requests >\$10k                                                                                     | Major Events                                                                                | March             |
|                                                                                                                    | Alterations and Improvements (A&I)                                                          |                   |
|                                                                                                                    | New Initiatives/Programs                                                                    |                   |
| Monitoring and Managing Expenditures                                                                               | Monthly Summary Review of Financial Activity                                                | Monthly           |
|                                                                                                                    | Reviewing spending request and communicating approval or disapproval to requester and staff | Daily             |
| Budget Reductions – Yearly Incremental 1% Give-Back plus additional COVID-19 budget Give-Backs over next 2-3 years | Deciding and communicating where budget accounts should occur                               | Ongoing           |
|                                                                                                                    | Seeking input from faculty and staff on possible areas for budget reductions in department  | Ongoing           |
|                                                                                                                    | Sun-setting programs and initiatives when they are no longer viable                         | Ongoing           |

|        |                                                                                          |         |
|--------|------------------------------------------------------------------------------------------|---------|
| Grants | Determining fiscal impacts to department and approving/disapproving proposal submissions | Ongoing |
|        | Monthly Summary Review of Financial Activity                                             | Ongoing |

## MSU OUTSIDE WORK FOR PAY POLICY/FACULTY OVERLOAD PAY/DUAL APPOINTMENT POLICY

Faculty who are employed for 50% or more are required to request approval before entering into an agreement for this work. Definitions as to what type of work is included in this policy (e.g., consulting work) is in the Faculty Handbook in the [Outside Work For Pay Policy](#). Faculty must submit a form for approval to the Department Chair, which is then forwarded to the Office of the Dean. There is a similar process for faculty taking on a work overload in a given semester, which must also be preapproved by the Chair or Director. See also the policy on Faculty overloads as well as the College policy on summer faculty pay in the appendix.

[https://hr.msu.edu/policiesprocedures/faculty-academic-staff/faculty-handbook/overload\\_pay.html](https://hr.msu.edu/policiesprocedures/faculty-academic-staff/faculty-handbook/overload_pay.html)

In addition to the Outside Work For Pay Policy, faculty who are employed for 50% or more also may not work at an external institution simultaneously as this violates the MSU dual appointment policy. Work conducted from May 16-August 15 for those on academic year contracts is not covered under this policy. The College has recently implement a Conflict of Commitment Policy and Workplan that enables a faculty member to request a waiver for a teaching commitment that also complies with the Outside Work For Pay Policy. Information on this new policy will be forthcoming in summer 2020.

[https://hr.msu.edu/policies-procedures/faculty-academic-staff/faculty-handbook/dual\\_appointments.html](https://hr.msu.edu/policies-procedures/faculty-academic-staff/faculty-handbook/dual_appointments.html) - :-:text=No faculty%2Facademic staff member,paid appointment at another institution.

## CONFLICT OF INTEREST

As an administrator, you will be prompted at some point via e-mail to file conflict of interest paperwork. See here for more information on MSU conflict of interest policies:

<HTTPS://COI.MSU.EDU/>

## FUNDRAISING & ALUMNI RELATIONS

Contacts:

**Christine Radtke**, Senior Director of Development, [radtkech@msu.edu](mailto:radtkech@msu.edu)

Marcia Medina, Associate Development Director, [levigne1@msu.edu](mailto:levigne1@msu.edu)

Penny Shanks, Event Manager, [shankspe@msu.edu](mailto:shankspe@msu.edu)

Cindy Wright, Development Assistant, [wrigh775@msu.edu](mailto:wrigh775@msu.edu)

With over 50,000 alumni worldwide, The CAL Advancement Team collaborates with faculty in engaging alumni and friends with MSU and the College of Arts & Letters.

The collaboration between the academic units and advancement is important in securing funds for the unit, the college and the university. By being involved in the cultivation<sup>1</sup> and stewardship<sup>2</sup> of donors in conjunction with the Advancement Team we will have wonderful success.

Gifts to academic units tend to come in three forms: endowed funds, restricted or expendable funds, and gifts in kind (e.g.: art collections). Endowed funds can be an enormous resource, allowing enhanced opportunities – research, lectureships, visiting professors, scholarships and more - for faculty and students. All funds must be used in accordance with the MSU gift agreement<sup>3</sup>.

### **Qualification & Cultivation**

One of the primary responsibilities of Advancement is to continually work to identify new prospective donors and to visit with them to determine if they have the ability and affinity to be involved philanthropically with the college. Prospective donors are identified via alumni records, professional research, wealth indicators and a network of personal and professional contacts in order to gather adequate and accurate background information. Qualification occurs through individual meetings, typically in the form of a personal visit. If you/your academic unit is aware of alum or friend who might be interested in the college, we encourage you to share their names and interests with the Advancement Office. We will work with you in building the philanthropy relationship.

Cultivation involves many visits and people (Advancement staff, senior administrators, deans, chairs/directors, faculty, etc.). The Advancement Team is responsible for coordinating communication with individuals to prevent them from being called upon too frequently, or simultaneously. The role of the faculty is to represent the vision of the program, while Advancement will provide the guidance and strategy for follow up and solicitation.

Other ways the Advancement team can work with your unit is by:

1. Identifying and recruiting alumni/friends as guest speakers;
2. Make connections for networking, internship or other opportunities;
3. Invite alumni/friends to student presentations or performances (research presentations, award ceremonies, gallery presentations, etc.).

### **Mailings & Other Individual Fundraising**

Working with the Annual Fund and Green Line teams, multiple appeal letters are sent on behalf of the college and academic unit. The audience includes: alumni, parents, community members and friends of the college/academic unit. Some helpful hints for maximizing the success of any fundraising you do include:

1. Contact the Advancement Office to request approval for your fundraising plan before you execute it. This will help us to be coordinated in our contact with our constituents. We will

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<sup>1</sup> Cultivation refers to building a relationship with potential donors and educating them about the impact their financial contribution will make.

<sup>2</sup> Stewardship refers to maintaining good relations with people who have already made gifts.

<sup>3</sup> The College Advancement Office house gift agreements

know what individuals are receiving, and we can make sure we coordinate appeals so we don't flood our audience with too many fundraising requests. CAL Advancement staff can advise on the timing of mailings or fundraising initiatives, help with data needs, and can share samples/ideas that have worked well.

2. All gifts need to be receipted through MSU Advancement Services so that the donor has proper documentation of the gifts and acknowledged in the proper donor society.
3. We encourage unit heads to thank donors as well. Monthly reports will be sent to units with donor names, contact information and the gift range.

## **Lectures/Events**

The CAL Event Project manager helps plan and assists with hosting College level lectures, presentations, events, and activities. Annual projects include: Homecoming Sweet and Greet, endowed Signature Lecture, endowed American Catholic Thought & Culture lecture, Accessible Learning Conference, and a variety of alumni engagement activities.

The CAL Event Project Manager and Advancement interns assist your unit by:

1. Providing access to event planning tools and resources;
2. Offering mentorship and coaching for unit event planners and committees;
3. Training and access to CAL Event Calendar; and
4. Assisting with the marketing of your event.

## **Corporation and Foundation Support**

The Corporate Relations Team (CRT) and the Foundation Relations Team (FRT) facilitates and strengthens relationships between MSU, business and industry, and private philanthropic organizations. These relationships are crucial to the advancement and support of the college.

Attached are two documents we encourage you to use. Please inform the CAL Advancement team as you are applying for grant funding from corporations and foundations. We work closely with MSU CRT and FRTs to ensure that proposals are vetted through them before sending to the corporate/foundation entity.

The Grant Proposal Planning Guide to help you crystallize your vision on what is to be accomplished and create in outline form a synopsis of the project to be funded.

### Proposal Tips

A well-developed proposal should:

- Show how the project relates to the mission of the funder
- Show how the project relates to the strategic goals of the department, college, unit, and/or university
- Focus on what is unique/cutting edge about the project or on how you are building upon an existing project
- Acknowledge similar projects at other institutions and how your approach will differ
- Include realistic, achievable, and measurable goals and objectives (provide baseline data if possible)
- Provide a detailed implementation strategy and timetable for achieving the project goals and objectives
- Highlight your qualifications and experience
- Present a detailed evaluation plan (formative and summative)

- Include a realistic, detailed budget for the project that includes the department, college, unit, and or university commitment
- Discuss how the project will be continued after the grant funds expire
- If applicable, discuss how you will disseminate the results of the project
- Demonstrate that you and your institution have the management skills and experience to develop, implement, and sustain the project.

Appendix A, B and C have additional information for submitting these types of grants.

### **Stewardship & Reinvesting Endowments**

Although University Advancement sends out a gift acknowledgement for every gift, donors appreciate knowing how they made a difference. A letter or postcard (typed or handwritten) from your academic unit is a great way to thank donors and ensure future and increased gifts. Please see Appendix D for a sample thank you letter.

For endowed and named funds you are encouraged to author a letter to the donor(s) how the funds were used. Be it a letter from the student on a scholarship/award received or a note from a named chair/professorship on the recent accomplishments of the program/research each outreach to the donor is important and meaningful. We encourage you to work with the Advancement Office on this correspondence.

At the end of the Academic Year, University Advancement and CAL Advancement requests to be notified how you are spending your endowments for the next fiscal year. Please work with CAL Advancement's Development Assistant in how you are awarding your endowments or if you are choosing to reinvest the funds. This helps CAL Advancement in the creation of the endowment reports we send to donors in November/ December.

Stewardship is more than a matter of courtesy. Many donors, if happy with how their gift is being used, will make another gift or encourage future gifts.

## **OPERATIONS**

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### **MARKETING AND COMMUNICATIONS**

Contact: **Ryan Kilcoyne**, Director of Marketing, [kilcoyne@msu.edu](mailto:kilcoyne@msu.edu)

The Marketing and Communications office in the College of Arts & Letters (CAL) utilizes an integrated marketing approach employing a wide variety of marketing/communications tools and best practices that help students, faculty, and staff engage in best practices and align with the universities brand, marketing, and communication initiatives. The office works to bring greater awareness and understanding of the arts and humanities to a wide array of audiences and through different media types. They provide central marketing and communications services to CAL including research, marketing, branding, public relations, graphic design, web/digital strategies, social media, print, media relations, crisis/issues management, video, and photography.

## **Brand Guide**

The College of Arts & Letters (CAL) at Michigan State University houses many unique programs, majors, specializations, and people. However, each of these components is also housed within Michigan State University. This means that each publication, website, or multimedia production needs to adhere to standards set forth by the College to maintain a united presence both within the MSU community and throughout the world.

Each member of the CAL community from faculty and staff to current students and alumni has a responsibility to be an ambassador of the strengths and diversity housed by the College. By sending strong ambassadors into communities around the world, CAL hones a distinct reputation. This reputation depends not only on the people who represent the brand, but on the pieces that may stand independent of those people.

Consistency of content, messaging, visuals, and quality from each department will ensure that the brand of the College of Arts & Letters and Michigan State University is authentic throughout the MSU community, at home and abroad.

The College of Arts & Letters has a brand to demonstrate the distinctive features and successes of its faculty and students. Used unfailingly, each of the programs housed in the College of Arts & Letters will enjoy the benefits of being clearly associated with the College and the University as a whole. This brand guide includes each aspect of the College of Arts & Letters brand and how to use it effectively. The college brand guide can be found at <https://cal.msu.edu/about/the-marketing-communications-office/brand-guide/> . The brand guide includes the following:

- Brand basics
- The College brand platform
- Typography
- Logos and marks
- Graphic elements
- Colors
- Templates (e.g. brochures, posters, flyers, etc.)

## **Communications & PR**

As a scholar or researcher, your innovative work is changing the world for the greater good. But to truly impact others, your voice needs to be more broadly heard beyond your peers and journals.

The university and the CAL Marketing & Communications office are encouraging faculty to publicly communicate to help create a more engaged, informed society that will make better personal, policy and funding decisions.

The CAL Marketing and Communications office collaborative initiative can help you explain your work in language that is compelling and understandable to the broader public. This initiative includes an online toolkit, workshops and a partnership with a news organization called The Conversation, an independent, nonprofit platform for informed commentary and analysis written by university faculty and researchers delivered direct to the public. To get started, please use the online [Marketing & Communications Request Form](#). This form will be automatically sent to the CAL Marketing and Communications office and someone will get back to you promptly with next steps.



## **Websites (Unit and Faculty Templates)**

Unit websites are an important part of your communications today. It is important to create a website that is your hub – a place to house all your faculty, programs, news, admissions, research, and teaching excellence into one spot.

Creating a unit (or personal) website requires a place to maintain and store your content, as well as software to build web pages. This is generally referred to as a Content Management System (CMS), depending on what product you are using. Both are tools that help you to maintain content and publish it to your website, without requiring you to be a professional web developer.

The CAL Marketing and Communications office has WordPress web templates that they provide faculty to build unit website or personal website. These templates abide by MSU brand web standards. They are responsive, accessible and follow best practices in website practices today. Training is required for you to learn this CMS, which the CAL Marketing & Communications office (along with the CAL IT office) provides.

To get started, please use the online [Marketing & Communications Request Form](#). This form will be automatically sent to the CAL Marketing and Communications office and someone will get back to you promptly with next steps.

## **Social Media**

There is a lot more to social media than just clicking 'post'. The digital landscape for social engagement is becoming more important and complex by the day, with the amount of content to share and the number of social media platforms available (e.g. Facebook, Twitter, YouTube, LinkedIn, Instagram, etc.). A strategy is essential to social media success. It defines guidelines and goals and gives purpose to every post.

Before starting to draft a social media strategy, contact the CAL Marketing & Communications office. They can help evaluate the right strategy for you and your unit's social media presence.

To get started on a consultation, please use the online [Marketing & Communications Request Form](#). This form will be automatically sent to the CAL Marketing and Communications office and someone will get back to you promptly with next steps.

## **Photography/Video**

The CAL Marketing & Communications office produces video and still photos for use in a wide variety of university-level communications. They offer a wide range of brand-centered photography and videography services such as:

- Photography for articles and publications (print and digital)
- Headshots
- Large-scale event photography including exhibits, college-wide partnerships, and performances.
- Consultation services
- Equipment rental (video cameras and DSLRs)

To get started, please use the online [Video Request Form](#). This form will be automatically sent to the CAL Marketing and Communications office and someone will get back to you promptly with next steps.

## **Graphic Design (Digital and Print)**

A visual identity creates a distinctive look that becomes recognizable through repetition and application in the design of a variety of communications over time.

When a department unit uses a visual identity that is aligned with the MSU and CAL brand, it benefits from immediate recognition and credibility—leveraging the value and power associated with the MSU and CAL brand—while at the same time strengthening the university brand to continue to pay dividends in the future.

A visual identity comprises consistent use of:

- Typography
- Color palette
- Graphic elements

These elements may be used flexibly in a design, unlike logos, which are like stamps or marks placed onto other designs in proportions that never change, allowing the university's official marks to remain definitive.

The CAL Marketing and Communications office has created several templates (e.g. brochures, flyers, presentations, posters, and more) as well as typography/marks for each unit. Those can be found by visiting the CAL website at <https://cal.msu.edu/about/the-marketing-communications-office/templates/>.

If you have specific or custom graphic design requests (digital or print), please use the online [Marketing & Communications Request Form](#). This form will be automatically sent to the CAL Marketing and Communications office and someone will get back to you promptly with next steps.

## **Calendaring**

CAL has a dedicated calendaring system for events that is available to all units within the college and can be placed on websites. The CAL calendar is located at the following url: <calendar.cal.msu.edu>. For unit websites, each calendar can be customized so that only those unit events show up on the calendaring system on the unit's website. The CAL Marketing and Communications offices offers a training guide as well as in-person training to units within the college to learn how to use the calendaring system.

To get started, please use the online [Marketing & Communications Request Form](#). This form will be automatically sent to the CAL Marketing and Communications office and someone will get back to you promptly with next steps.

Please also see the MSU Campus Events Calendars page at <https://msu.edu/calendars>.

## DATA REPORTS/ACADEMIC ANALYTICS

### Data Reports/Requests

The unit staff are the first resource for data reports. The College is also able to provide help in this area depending on the data request. Cara Cilano's office and Leann Dalimonte can provide help with enrollment and other student services data. Student data reports can also be requested through the Registrar's site at <https://reg.msu.edu/Forms/DataRequest/DataRequest.aspx>. Ken Desloover's office can provide help with financial data. The University provides a number of reports through the Office of Planning and Budgets, [Institutional Studies](#) site.

### Academic Analytics

Academic Analytics is a subscription-based online database sourced with information from 9,700 Ph.D. programs and 11,000 departments at 407 universities. At MSU, this data is used on an institutional scale for assessment purposes and is available on faculty research activity by discipline per department at each institution. This data is not to be published or otherwise made public. Department Chairs are given access to this database and are provided with a training session. Please contact Kyle Schweitzer, Data Resource Analyst in MSU Institutional Studies in the Office of Planning and Budgets (517-432-2160/[kvs@msu.edu](mailto:kvs@msu.edu)). He will provide you and/or your department with further information and also help you with reports.

## INFORMATION TECHNOLOGY

### General Help and Support

CAL Support Desk can be accessed by emailing [help@cal.msu.edu](mailto:help@cal.msu.edu) or calling 353-0778  
The CAL Academic Technology Office is in 12B Linton Hall

### Computers and Equipment

Standard computers/equipment

- Each faculty member is provided with their choice of a Mac/PC Laptop/Desktop that follows the general specifications MSU has set for faculty computing. With this computer faculty can also request an external monitor, mouse, and keyboard if they wish.
- If a faculty member has a startup package or other funding provided through MSU to purchase other equipment for their work they must use that account to purchase additional items. The Academic Technology Office can help with purchasing these at the best possible price with University contracts, etc.
- All computers have Apple Care or Dell Complete Care on them and should be taken to the Academic Technology Office for repair.
- If faculty are purchasing equipment on a research budget they are encouraged to work with their department and the Academic Technology Office in order to ensure they are purchasing at the best possible price and/or to ensure the College does not have a different option already available.

Exceptions

- If a faculty member requires a different computing setup than the standard they may request an exception using our computing exceptions form. This form requires a

description of why the faculty member requires a different setup and what they need. The form must be signed by the chair and forwarded to the Asst. Dean for review and approval. Exceptions are funded by the college contributing the full amount allocated for a standard computer, plus 50% of the cost over that amount. The department pays the other 50% of the overage.

#### Replacement Cycle

- Faculty computers are replaced every 3 years. In the spring of the year faculty are eligible for replacement they will receive an email outlining the process for requesting a new computer.

#### TLE Process

The Teaching and Learning Environment (TLE) program is an annually available fund designed to enhance the student experience by providing access to funds for educational technology advancements. The TLE process begins in early fall semester in CAL with a needs assessment meeting between each Department Chair, the Assistant Dean for Academic and Research Technology, Associate Dean for Undergraduate Education and the Chief of Staff. Out of this meeting we determine proposals to be included in the College's submission (due in January). Chairs and the Asst. Dean work closely through the fall semester to craft proposals.

#### SPACE AND FACILITIES

A complete list of space assigned to each unit is available through the [Spartan Space](#) application. All Chairs, Directors, and Fiscal Officers should have access to this application. To get access, contact the CAL Human Resources and Facilities Director. All department/unit space assignments should be updated annually.

Teaching - Classrooms are assigned through the course scheduling process and through the [25Live application](#). For departments/units that have classrooms specifically assigned to their area, scheduling and general maintenance is the responsibility of the unit.

Research and Creative facilities - The Associate Dean for Research and Graduate Education can assist with the process.

Faculty Offices - Faculty and Staff offices are assigned at the department/unit level. Generally, it is the fiscal officer who assists with this task.

For all other questions regarding facilities and space management, contact the CAL Human Resources & Facilities Director.

## Appendix A

### College of Arts & Letters Sample External Reviewer Invitation E-mail – Initial Query

Dear Professor XXXXX,

I write in my capacity as Chair of the XXXX. Professor XXXX, currently an Assistant Professor of XXXX in our department, is being considered for promotion to Associate Professor with tenure (please see attached CV).

As part of our review process, we are seeking an assessment of her/his/their scholarship. We would be grateful if you could undertake this evaluation for our department.

If you agree to write this assessment of his scholarship, we will be able to provide her/his/their dossier, which will include 1) her/his/their statement of research and teaching and 2) her/his/their publications. We would need to receive your evaluation by August 15, XXXX. Your letter will be held in strict confidence and made available only to her/his/their internal promotion committee, the College-level committee and, of course, the Dean and Provost. As a token of our appreciation, we will be able to offer you \$150 for your evaluation. Upon acceptance of this important task, I will send you a letter outlining our department/university guidelines for tenure and promotion to Associate Professor.

Thank you for considering this request.

Sincerely,

XXXX

## Appendix B

### College of Arts & Letters

#### Sample External Reviewer Invitation Letter – Second Correspondence

Date

Address

Dear XXXXX:

Thank you for agreeing to serve as an external evaluator for the promotion and tenure of Professor XXXX, currently an Assistant Professor in the Department of XXXXX. As an important part of the promotion dossier, letters from internationally known and respected scholars in the candidate's field are solicited by the Department. I know how time-consuming such requests are and how busy your own schedule is. As I mentioned in my email, we are able to offer an honorarium of \$150.00 as a small token of our appreciation.

His/her/their publications, her/his/their CV and a narrative statement are accessible via MSU's Google Drive at the following link:

[https://drive.google.com/drive/folders/0B\\_16vojrCwNMTHZXTVNWNnJzc1k?usp=sharing](https://drive.google.com/drive/folders/0B_16vojrCwNMTHZXTVNWNnJzc1k?usp=sharing) If you would like any of these in hard copy, please let me know.

Michigan State University adheres to the following policy regarding the award of tenure and promotion to associate professor: "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 leading research-intensive, land grant universities of international scope."

*In 2020, Michigan State University granted all pre-tenure faculty an automatic one-year extension in the tenure clock because of the impact on scholarly productivity caused by adjustments to COVID-19. The extra time provided by this extension should not in any way be viewed harmful to the faculty candidate. As with other extensions granted under this policy, it should not lead to an expectation that "more should have been accomplished" by the faculty member given the extra year in the probationary appointment.*

The following guidelines are in effect in the Department of XXXX:

[alter the following for your department]

The candidate must clearly demonstrate excellence in teaching (including graduate student supervision, while appropriate), an involvement in the area of service commensurate with assigned teaching load, and *sustained excellence* in professional, *peer-reviewed* publication (in print or other recognized media). The candidate can satisfy the third requirement by publication of a book or a monograph and/or by the publication/ acceptance of a significant amount of work in journals, collections, or other recognized media. Research output is expected to be appropriate to the candidate's discipline and commensurate with assigned teaching load.

*Sustained excellence* in scholarship is further explained in a separate document “Interpretations and Clarifications of Terminology” as requiring “a record of scholarly productivity throughout the period being considered.” *Peer-reviewed* is defined as “published as a result of a process that involves assessment by reviewers whose involvement the journal or press arranges.” *Recognized media* “means any digital or print publication that involves an external review process, for example, an electronic journal or on-line conference proceedings, but not a self-published work.”

In your letter, we ask you to assess the quality of XXXX’s scholarship and overall professional accomplishments. We also ask you to please address the following:

- Do you know the candidate and, if so, for how long and in what capacity?
- Do you have any potential conflict of interest in serving as an external reviewer of this candidate?
- Has the candidate made significant scholarly contributions to his field?
- Based on the information and materials you have received from the department, and taking into account department and university criteria for promotion to associate professor, would you judge Professor XXXX to be qualified for tenure and promotion at Michigan State University? I understand that this judgment will be based primarily on your evaluation of Professor XXXX’s research given your limited knowledge of his accomplishments in teaching and service.
- Is there sufficient evidence based on scholarly achievements that indicates the capacity for continuing productivity of significant scholarship and important contributions to her/his/their field of research?

We are interested in your assessment of Professor XXXX scholarly publications relative to the work of counterparts at peer institutions and, if you have knowledge, at other AAU Land Grant institutions engaged in intensive research and creative activities.

Your letter of evaluation becomes part of an official review file and will be held in confidence. It will not be disclosed to Professor XXXX or to the public, except as required by law or university policy. In all such instances, the information made available will be provided in a form that seeks to protect your identity, privacy, and confidentiality.

We need to receive your letter no later than August 15, XXXX. Please mail it to me at the following address: Department Address. We need to have a hardcopy of the letter with your original signature. The University also requires a CV of each reviewer so please send one with your letter. Alternatively, if the CV is available online, you can give us the address and we can access it and copy it. If you have any questions or require additional documentation for the review, feel free to contact me. The Department greatly appreciates the important service and the expert perspective that you are providing.

Sincerely,

XXXX

## Appendix C

### College of Arts & Letters Sample Donor Thank You letter

Date

Dear «Salutation»:

I want to thank you so much for your recent gift of \$50 to the <Fund name>. As Chair of the Department, I know the importance of alumni support and I really appreciate your kindness and generosity. Contributions to the Department directly supports inspired teaching, scholarly research, and extracurricular and study abroad opportunities. These gifts help the next generation of MSU alumni in [Department Name] succeed in and out of the classroom.

I am delighted at the growing number of donors who share our commitment to the study of language. Student's entering today's workforce need the flexibility of mind and cultural awareness that come from the study of xxx. As stated in our Mission statement, through innovative teaching, our undergraduate majors learn analytical and critical thinking, cultural understanding, effective communication, integrated reasoning and problem solving skills. These goals are combined with study abroad and student research opportunities as well as community outreach programming. Our graduate programs in xxxxx provide a solid theoretical and analytical foundation while also providing practical opportunities for teaching and research. We are proud to be part of the MSU tradition – one of the Top 100 universities in the world.

If you are interested in learning more about are current events and activities, please take the time to visit our Department Facebook page at xxxxx or e-mail me with any questions or suggestions at [Email Address]. We are very focused on preparing our students for the 21<sup>st</sup> century job market and are always looking for the possibility for new internships.

The difference between a good Department and a great one is the support of its alumni and friends. On behalf of the faculty and students in the Department of xxxxx, I thank you and appreciate your continued support of language study in all of its forms.

Sincerely,

[Name]  
Department Chair



## Appendix D

### College of Arts & Letters Sample International Visiting Scholar Letter

Date

Dear XXXXX:

The Department of xxxxx at Michigan State University would like to invite you as a J-1 Short-Term Scholar at Michigan State University. It is our understanding that you intend to visit our campus beginning on August 15, 2016 and ending on December 15, 2016. It is also our understanding that you will cover your travel expenses to the US and your living expenses while at Michigan State University.

While at MSU, you will conduct research for your project entitled "XXXXX" You will interact with faculty and students in the XXXX program in your work on second language writing. You will work with XXXX\_and engage in your J-1 program at least 40 hours per week.

Unfortunately, we cannot provide you with any additional funds or office space, but as a visiting scholar, you will have access to the university's library facilities, email and other non-monetary support, and be able to participate in the academic life of the Linguistics program.

Health care coverage is required and you will be expected to have your own health care insurance. Please bring sufficient documentation as proof of health insurance. Should you need consultation related to healthcare coverage, you may contact the MSU Office of International Students and Scholars at 517-3531720.

You will also be expected to fulfill the mandatory government check-in upon your arrival at MSU. You will receive materials explaining the time and procedures for meeting the immigration requirements.

We look forward to seeing you next August.

Sincerely,

Chair

## Appendix E

### College of Arts & Letters

#### Policy on Subventing Major External Fellowships

Due to the MSU dual appointment policy, the old policy is no longer valid.

1. Faculty who take a leave without pay (or a two-semester sabbatical at 50% pay) to accept a major external fellowship that does not fully cover the loss of MSU income during the leave may receive a subvention from the College. The faculty member is eligible to receive a subvention from the College equal to a) the full difference between the fellowship and one's normal salary during the grant period, or b) 50% of one's salary during the grant period, whichever is less. Some modest adjustment to these guidelines is possible when living costs are excessively high at the site of the fellowship. Contact the Associate Dean for Academic Personnel for approval.

##### Example 1.

Leave No Pay, One Semester Fellowship: \$25,000

Time Frame: one semester

Faculty Salary: \$60,000/year

Subvention: \$5,000 (top up fellowship to one semester salary, \$30,000)

##### Example 2.

Leave No Pay, Two Semesters Fellowship: \$20,000

Time Frame: two semesters

Faculty Salary: \$52,000/year

Subvention: \$26,000 (50% of salary)

##### Example 3.

Two-Semester Sabbatical Leave Fellowship: \$30,000 sabbatical salary replacement

Timeframe: one year

Faculty Salary: \$76,000/year

Subvention: \$8,000 (top up fellowship to cover 50% of salary lost in two-semester sabbatical)

2. The faculty member's courses will be covered by funds released, as necessary.
- The chair or director should contact the Assistant Provost and Assistant VP for Academic Human Resources to make arrangements for continuation of the faculty member's benefit programs during the leave. Faculty should consult the [Faculty Handbook, section IV -- Academic Personnel Policies: Leaves Of Absence: Continuation of Benefits for Faculty on Leave of Absence No Pay Status to Receive Prestigious Awards, Fellowships and/or Special Assignment Opportunities](#) for specific information. Please note that the University contributes to the base retirement fund based on the actual salary accrued during the leave. If a leave is based on 50% salary, faculty only receive retirement contributions from MSU on that 50%. IRS tax law prohibits MSU from paying retirement benefits on salary that is not earned at MSU.
3. According to the ["Operating Principles of the Tenure System"](#) in the *Faculty Handbook*, a "faculty member granted a leave of absence will have the appointment period extended appropriately."
4. According to ["Sabbatical Leaves of Absence"](#) in the *Faculty Handbook*, "all leaves of absence shall be excluded in determining years of service for a sabbatical leave." Please note any leave will not count towards the sabbatical accrument years.

## Appendix F

### College of Arts & Letters Support Staff Hiring Process

Department/Unit Supervisor notifies the College of Arts & Letters Human Resources Director of staff resignation/retirement. HR Director will process termination form for all resignations leaving the university. Supervisor and Unit administrator review the needs of the department and submit a request for replacement staffing to the CAL HR Director.

Staffing needs are assessed by the HR Director and Chief of Staff (COS) and then reviewed with the Dean.

HR Director informs unit administrator and/or supervisor of this determination. As necessary, the expertise of the MSU Human Resources Talent Management will be consulted (in regards to level and classification).

Human Resources Director creates position description and posts position via PageUp.

- APA/APSA positions are generally posted internally and externally.
- CTU positions are posted internally and externally according to the CTU contract.

Depending on number of internal candidates a minimum of one external candidate can be added.

Search committee is determined by HR Director in consultation with Unit Administrator and position supervisor.

Committee will include:

- Position Supervisor, Search Chair
- CAL HR Director
- One or two committee members who are experts in the field
- Unit Administrator (if they choose to sit in on all interviews)

The search committee screens applicants and conducts the first round of interviews. Qualified applicants (usually two-three) will return for second interviews:

Candidate materials will be forwarded to those individuals involved in second round interviews. Typically this would be unit administrator (or others selected by unit administrator) and support staff

- Input will be solicited from all individuals who have met with candidate(s).
- References will be checked by HR Director. For on campus candidates, MSU personnel file will be reviewed by HR Director.

Overview of references and MSU personnel file findings (if applicable) will be shared with unit administrator(s) and supervisor.

- Hiring recommendation is made to HR Director by Supervisor for College Approval.
- Letter of offer is prepared by HR Director and reviewed by position supervisor.
- Final candidate is notified by HR Director of status.
- Hiring recommendation is submitted to Central HR for approval.
- Once hiring recommendation is approved by Central HR, HR Director contacts final candidate with official offer of employment.
- Salary negotiations and official offer of employment will be handled by the HR Director in consultation with the COS and Dean.

## Appendix G

### College of Arts & Letters Grant Proposal Planning Guide

The Grant Proposal Planning Guide is a tool that can be used by those interested in seeking foundation support for projects, initiatives, and research. The Guide asks many questions a typical funder will want to see addressed in a proposal and will allow the college Sr. Director of Development as well as central Foundation Relations staff to be more helpful in identifying potential funders and aligning with their priorities.

|                                                                                                                        |  |
|------------------------------------------------------------------------------------------------------------------------|--|
| Project Title                                                                                                          |  |
| Project Director/Principal Investigator                                                                                |  |
| College/Department                                                                                                     |  |
| Have you connected with CAL Advancement Office?                                                                        |  |
| Collaborators/Partners                                                                                                 |  |
| What is the problem, need, or opportunity to be addressed?                                                             |  |
| What is the solution? What specifically do you want to accomplish? ( <i>measurable goals and objectives</i> )          |  |
| How do you propose to meet the goals and objectives? ( <i>implementation strategy</i> )                                |  |
| Who will benefit from this work? ( <i>directly and indirectly</i> )                                                    |  |
| Where will the work be done? ( <i>geographic focus</i> )                                                               |  |
| Timeframe                                                                                                              |  |
| How does the project align with the overall strategic mission/goals of the department, the college and the university? |  |
| If anyone else doing similar work? If yes, how is your approach different or how does it build upon that work?         |  |
| How will you evaluate success? ( <i>formative/summative evaluation</i> )                                               |  |
| If applicable, how will you disseminate the results of the project?                                                    |  |
| What is the department/unit, college and/or university                                                                 |  |

|                                                                                                                                                                                                                                                                                                                   |                        |    |           |    |          |    |        |    |       |    |                 |    |              |    |  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|----|-----------|----|----------|----|--------|----|-------|----|-----------------|----|--------------|----|--|
| commitment to the project?<br><i>(financial and/or in-kind)</i>                                                                                                                                                                                                                                                   |                        |    |           |    |          |    |        |    |       |    |                 |    |              |    |  |
| Preliminary Project Budget                                                                                                                                                                                                                                                                                        |                        |    |           |    |          |    |        |    |       |    |                 |    |              |    |  |
| <table border="1"> <tr><td>Salary/Fringe</td><td>\$</td></tr> <tr><td>Equipment</td><td>\$</td></tr> <tr><td>Supplies</td><td>\$</td></tr> <tr><td>Travel</td><td>\$</td></tr> <tr><td>Other</td><td>\$</td></tr> <tr><td>*Indirect costs</td><td>\$</td></tr> <tr><td>TOTAL BUDGET</td><td>\$</td></tr> </table> | Salary/Fringe          | \$ | Equipment | \$ | Supplies | \$ | Travel | \$ | Other | \$ | *Indirect costs | \$ | TOTAL BUDGET | \$ |  |
| Salary/Fringe                                                                                                                                                                                                                                                                                                     | \$                     |    |           |    |          |    |        |    |       |    |                 |    |              |    |  |
| Equipment                                                                                                                                                                                                                                                                                                         | \$                     |    |           |    |          |    |        |    |       |    |                 |    |              |    |  |
| Supplies                                                                                                                                                                                                                                                                                                          | \$                     |    |           |    |          |    |        |    |       |    |                 |    |              |    |  |
| Travel                                                                                                                                                                                                                                                                                                            | \$                     |    |           |    |          |    |        |    |       |    |                 |    |              |    |  |
| Other                                                                                                                                                                                                                                                                                                             | \$                     |    |           |    |          |    |        |    |       |    |                 |    |              |    |  |
| *Indirect costs                                                                                                                                                                                                                                                                                                   | \$                     |    |           |    |          |    |        |    |       |    |                 |    |              |    |  |
| TOTAL BUDGET                                                                                                                                                                                                                                                                                                      | \$                     |    |           |    |          |    |        |    |       |    |                 |    |              |    |  |
| <p><i>*Many foundations will not support indirect costs or will support only a small percentage of indirects. Always check the funder's indirect costs policy.</i></p>                                                                                                                                            | <p><u>Comments</u></p> |    |           |    |          |    |        |    |       |    |                 |    |              |    |  |
| Amount requested from funder?                                                                                                                                                                                                                                                                                     |                        |    |           |    |          |    |        |    |       |    |                 |    |              |    |  |
| How will the project be sustained after grant funds end?                                                                                                                                                                                                                                                          |                        |    |           |    |          |    |        |    |       |    |                 |    |              |    |  |
| Have you identified a specific funder or funders? If so, whom?                                                                                                                                                                                                                                                    |                        |    |           |    |          |    |        |    |       |    |                 |    |              |    |  |
| Why did you choose this funder(s)? Has the funder(s) supported similar projects? Please explain.                                                                                                                                                                                                                  |                        |    |           |    |          |    |        |    |       |    |                 |    |              |    |  |
| In reviewing the types of projects this funder(s) has supported, how does your project compare?                                                                                                                                                                                                                   |                        |    |           |    |          |    |        |    |       |    |                 |    |              |    |  |
| Other relevant information you'd like to share?                                                                                                                                                                                                                                                                   |                        |    |           |    |          |    |        |    |       |    |                 |    |              |    |  |

**Contacts**

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 Sr. Director of Development  
 College of Arts & Letters  
 517.353.4725  
[radtkech@msu.edu](mailto:radtkech@msu.edu)

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 Sr. Director of Foundation Relations  
 University Advancement  
 517.884.1049  
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## Appendix H

### College of Arts & Letters Local/Regional Project Checklist

**MICHIGAN STATE  
UNIVERSITY**

#### Office of Foundation Relations

(Updated: July 2019)

#### *Local & Regional Project Checklist*

| Characteristic                                                                                | Yes | No |
|-----------------------------------------------------------------------------------------------|-----|----|
| Project developed by PI or faculty champion with commitment and expertise relevant to project |     |    |
| Project aligns with university/college priorities                                             |     |    |
| Project aligns with local/regional priorities                                                 |     |    |
| Faculty/Program staff have engaged with regional/local stakeholders                           |     |    |
| Project aligns with the priorities of potential funders                                       |     |    |
| Project will be collaborative effort with local/regional stakeholders                         |     |    |
| Project has the support of relevant public/private entities within locality/region            |     |    |
| Project has relevant and strong evaluation metrics                                            |     |    |
| Research, if part of project, is closely tied to measuring outcome/impact                     |     |    |
| Project and budget provide for sufficient staff and resources to accomplish objectives        |     |    |
| Roles of each partner or entity are clearly described and understood                          |     |    |
| Project contains plans for sustainability (if it is to last beyond grant period)              |     |    |
| Project has/will have more than one funder                                                    |     |    |
| Project has some amount of university/college support (financial/in-kind)                     |     |    |
| Project does not replicate work already being done in locality/region                         |     |    |
| Proposal or concept provided to funder for pre-review and feedback (where possible)           |     |    |
| Project could offer a model for addressing other/similar issues within region/locality        |     |    |
|                                                                                               |     |    |
|                                                                                               |     |    |

## Appendix I

### College of Arts & Letters Corporate Proposal Planning Guide

The College of Arts & Letters as well as University Advancement Corporate Relations office will utilize your responses to these questions typical corporate funders would want addressed in a proposal. This will also be helpful in identifying potential funders and aligning with their priorities.

1. **What is the problem/need/opportunity to be addressed** (research, curriculum, seminars, program activity, or training)?
  - a. **How is your work or this project substantially different from others doing similar work?**
  - b. **Why are you the best fit for this project?**
  - c. **Why is this programming necessary?** (Rationale or need for scale up, if not novel programming).
  - d. **Who will benefit?** Your students, your field, your patients, the state, the nation, the world or whatever the appropriate categories.
2. **What is the proposed solution? What specifically do you want to accomplish?** (measurable goals and objectives)
3. **How do you propose to meet the goals and objectives?** (Implementation strategy – approach and significance are KEY).
  - a. **Justify need using SMART goals** (specific, measurable, achievable, relevant, time bound)
  - b. **How will you evaluate success and disseminate information** (qualitative and/or quantitative)? Please demonstrable outcomes from past/current projects.
4. **Project timeline**
5. **What current funding commitments, either internal or external, do you have for this project?**
  - a. **How will the project be sustained after grant funding ends?**
  - b. **What resources are available for the proposed project** (competence in research area, experts in related areas, supportive services, unique or unusual research facilities or instrumentation, significant or minimal investment of college/university resources)?
6. **Have you identified specific funders?**
  - a. **How is this project connected to the funder's priority giving areas?**
  - b. **Do you have a contact within the identified corporate entity?**
  - c. **Do you have a project that fits within a corporate funders' priorities and regions/country?**
  - d. **Will the funding be provided cover the costs of the project requirements? Are matching funds identified and needed?**
7. **Are there opportunities for the funder to be engaged with students, faculty, and programs? If so, how?**

**8. Is there a stewardship plan that would recognize the donor? If so, how?**

**Contacts**

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## Appendix J

### College of Arts & Letters Useful Resources for Further Reading

- Alex-Assensoh, Yvette M. "Hiring a Diversity Officer is Only the First Step. Here are the Next 7." *The Chronicle of Higher Education*, vol. 64, No. 36, June 22, 2018, p. A13.
- Chun, Edna and Alvin Evans. *The Department Chair as Transformative Diversity Leader*. Stylus Publishing, 2015.
- Dickmeyer, Nathan. *Budgets and Budgeting for College and University Department Chairs: How to Maximize Department Resources*.
- Fitzpatrick, Kathleen. *Generous Thinking. The University and the Public Good*. Forthcoming 2019.
- Kezar, Adrianna and Daniel Maxey. *Envisioning the Faculty for the 21<sup>st</sup> Century*. American Campus, 2016.
- Kezar, Adrianna and Jaime Lester. *Enhancing Campus Capacity for Leadership. An Examination of Grassroots Leaders in Higher Education*. Stanford, 2011.
- Kumar, Vijay. *101 Design Methods. A Structured Approach for Driving Change in Your Institution*. Wiley, 2012.
- Matthews, Patricia A. *Written/Unwritten. Diversity and the Hidden Truths of Tenure*. U North Carolina P, 2016.
- [MLA Professional Employment Practices for Non-Tenure-Track Faculty and Contingent Labor](#)
- Phillips, Susan L. and Dennison, Susan T. *Faculty Mentoring: A Practical Manual for Mentors, Mentees, Administrators, and Faculty Developers*. Stylus Publishing, 2015.
- Raelin, Joe. *Creating Leaderful Organizations. How to Bring Out Leadership in Everyone*. BerrettKoehler Publishers, 2003.
- Senge, Peter. *The Dance of Change. The Challenges to Sustaining Momentum in a Learning Organization*. Crown Business, 1999.
- "Starter Kit. New to the Department Chair. Everything New Department Chairs Need to Know to Be Successful." *Chronicle of Higher Education*. 2018.
- Turner, Caroline S., ed. and González, Juan Carlos, ed. *Modeling Mentoring Across Race/Ethnicity and Gender*. Stylus Publishing, 2014.

## Appendix K

### MSU Faculty Senate Statement on Campus Climate, Diversity and Inclusion

On January 17, the Faculty Senate unanimously approved the following statement:

Spartans embrace the opportunity to learn from the differences and perspectives others bring. We the faculty place the highest value on the free exchange of scholarly ideas and points of view, with the understanding that those are open to challenge. We take pride in the strength of our diversity and our ability to work together with respect and equality.

Each of Michigan State University's three core values—quality, inclusiveness, and connectivity—is foundational to its land-grant mission. Together they support higher education's cherished traditions of scholarly inquiry and robust debate with the expectation of civility and mutual respect in a diverse, engaged learning community.

MSU welcomes a full spectrum of experiences, viewpoints, and intellectual approaches because they enrich the conversation, even as they challenge us to think differently and grow. However, we believe that expressions and actions that demean individuals or groups compromise the environment for intellectual growth and undermine the social fabric on which the community is based.

As we move forward, we seek to maintain and defend the inclusive learning community that is MSU, and renew our commitment to MSU's core values.

This document can be found at:

<https://acadgov.msu.edu/faculty-statement-campus-climate-diversity-and-inclusion>

## Appendix L

### Excerpt from MSU's

#### *Academic Governance Overview for Faculty and Academic Administrators*

#### **SUPPORT FOR ACADEMIC GOVERNANCE BY ACADEMIC ADMINISTRATORS**

Assuming the need, formally and pragmatically, to support academic governance, what can academic administrators do to enhance the effectiveness of academic governance and to encourage effective faculty participation?

1. Support faculty participation in academic governance in meaningful ways while recognizing important time constraints. Academic administrators are a source of critical advice to faculty about when and how much to participate.
2. Encourage academic governance representatives to speak out and share their views both within their university deliberative roles but also in sharing information with colleagues in their department, school or college.
3. Emphasize to faculty colleagues the importance of understanding academic governance and how their colleagues who serve in academic governance are shapers and sources of influence on university and college policies, practices, procedures and activities.
4. Recognize involvement by faculty in academic governance and provide relevant information in a transparent mode in the department or school. General support for academic governance and a commitment to transparency in information sharing will encourage participation and reduce faculty cynicism about academic governance.
5. Urge academic governance representatives to report on their activities both in their annual faculty report to their chairperson or director and within internal academic unit governance, including a submission to the chair of the department advisory committee.
6. Chairpersons/directors can play important roles in encouraging departmental governance bodies to place discussion of broader governance issues on their agendas from time to time. Encourage academic governance representatives to focus on key issues of local importance to the unit and of general significance to the university with particular emphasis on important outcome changes, whether they are policy or other substantive decisions.
7. Encourage faculty academic governance representatives to emphasize their important impact on a range of particular issues that are important to the department, school or college. Items include salary guidelines, the content of medical insurance programs, curriculum and academic program changes etc. In short, these topics show that the life of the faculty in the department is influenced by academic governance.
8. Encourage academic governance representatives, involved in college committees or university councils, to find out what the issues and concerns of their faculty colleagues are and be willing to speak up on these matters as these topics are discussed within the college.

9. Academic administrators should encourage ways to advance diversity and breadth in the pattern of faculty participation in academic governance. Encourage the involvement of new faculty, even if only for limited periods of time or perhaps only after they become well established in their quest for tenure. Experience is important in providing background on academic governance issues but the issues and people of the University of the 21st Century are different from those in the past. New ideas and perspectives are important. Encourage unit faculty to think about nominating both long serving faculty and those who have not served as potential academic unit representatives. Faculty elects academic governance representatives, as opposed to Administrators selecting the faculty. There is a need for a diversity of views and opinions among academic governance participants.

10. Note that some important committees, for example the University Committee on Faculty Affairs and the University Committee on Faculty Tenure, require that some percentage of its members be non-tenured faculty. Such participation is important to provide a mechanism for new views and perspectives but is equally problematic as such individuals already have a full plate of teaching, research and outreach activities in which they are expected to engage. Academic administrators have a responsibility to protect individuals who serve in these academic governance capacities from being overwhelmed and/or being unduly drawn away from other faculty responsibilities. Academic administrators should protect faculty from being weighed down with too many other departmental assignments and should provide opportunities for academic governance representatives to share their contributions to academic governance with their colleagues. Academic administrators should provide frequent opportunities for junior faculty members to explore issues, challenges and concerns in balancing their governance roles with other academic responsibilities.

11. It is important to provide recognition of the contribution of individual academic governance representatives within the academic unit. This can occur as part of the annual merit salary adjustment process but candidly this will only be one factor as units will emphasize research productivity, teaching effectiveness and outreach activities strongly. It is unrealistic to expect that a strong academic governance contribution can trump these other responsibilities.

12. There are a variety of other ways in which the contributions of individual faculty can be recognized in academic governance. These include recognition, either in internal department/school publicity or in direct communication from the chair to the individual thanking them for their service in academic governance. There may be a way of providing additional substantive support in a variety of non-recurring ways such as support for professional travel etc. Praise and recognition by a chair or director may, in fact, be even more important than financial reward.

The full version of this document can be found at:

<https://acadgov.msu.edu/sites/default/files/content/AcademicGovernanceOverviewforFacultyandAcademicAdministrators.pdf>

## Appendix M

### College of Arts & Letters Acknowledgements

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This document is designed as a resource for chairs and directors authored together by chairs and directors and the College. It is not designed to be a definitive handbook such as the MSU Faculty Handbook, but rather a living informational, developmental, and advisory document that works in tandem with online resources to help onboard new administrators and act as a general reference for existing administrators. Together with the College Faculty Search Handbook, it also contains College policies and guidelines not posted elsewhere to help promote transparency as well as best practices and model documents. It will be reviewed on a yearly basis in May/June in order to keep it up-to-date.

Sonja Fritzsche, Associate Dean for Academic Personnel and Administration  
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