

Approved: Approved 4-16-19

2018-2019: Meeting # 7

**MICHIGAN STATE UNIVERSITY
FACULTY SENATE APPROVED AGENDA
APRIL 16, 2019 3:15 PM
115 INTERNATIONAL CENTER**

1. CALL TO ORDER

2. Approval of Agenda for April 16, 2019

3. Approval of Draft Minutes for March 19, 2019 (Appendix A)

4. President's Remarks: Acting President Satish Udpa (out of town)

5. Provost's Remarks: Dr. June Youatt

6. Chairperson's Remark: Professor Deborah Moriarty

7. NEW BUSINESS

7.1. University Committee on Curriculum (UCC) Report, Professor Marci Mechtel, UCC Chairperson (Action Item) (Short Report, Appendix B) ([Long Report](#), click on link)

7.2. UCFA Recommendation for the Faculty Merit and Market Pool Increase, Dr. Mark Waddell, University Committee on Faculty Affairs (UCFA) Chairperson (Action Item) (Appendix C)

7.3. Discipline and Dismissal of Tenured Faculty for Cause Policy, Dr. Len Fleck, University Committee on Faculty Tenure (UCFT) Chairperson (Action Item) (Appendix D, E and F)

Present Policy:

https://www.hr.msu.edu/policies-procedures/faculty-academic-staff/faculty-handbook/tenure_discipline_dismissal.html

New Policy (Appendix D)

Original Policy (Appendix E and link above)

BOT Revisions (Appendix F)

7.4. Marketing and Use of MSU [Ideas Portal](#), Christine Carter, Chief of Staff, Executive Vice President for Administration (Information Item) (Appendix G)

8. Comments from the floor

9. ADJOURNMENT

Approved:

2018-2019: Meeting # 6

**MICHIGAN STATE UNIVERSITY
FACULTY SENATE DRAFT MINUTES
MARCH 19, 2019 3:15 PM
115 INTERNATIONAL CENTER**

Present: W. Banzhaf, R. Bellon, A. Bennet, Y. Bolumole, A. Borcila, B. Burke, H. Cho, J. Cholewicki, L. Cloud, R. Conner-Warren, M. Crimp, T. Curry, P Eisenlohr, D. Ewoldsen, L. Fernandez, L. Fleck, D. Foran, S. Gasteyer, J. Goddeeris, J. Goldbort, D. Gould, K. Hampton, D. Handspike, B. Holtz, G. Hoppenstand, R. Isaacs, M. Johnson, M. Kaplowitz, G. Hussey (for M. Kiupel), Y. Komori, L. Lapidus, D. Devoss (for S. Logan), E. Marcyk-Taylor, M. Mazei-Robison, L. McCabe, M. Mechtel, J. Meier, M. Miklavcic, R. Miksicek, D. Miner, D. Moriarty, W. Nesbitt, F. Nunes, R. Ofoli, A. Olomu, N. Parameswaran, D. Rivera, R. Root, E. Rosser, J. Slade, E. Strangas, G. Stone, Z. Szendrei, M. Tai, A. Tickner, E. Torrez, L. Tortorelli, S. Udpa, S. Valberg, D. Westrin, D. Wilson, J. Youatt, A. Zeleke

Absent: B. Beekman, A. Bozoki, A. Contreras, S. Degraw, J. Dulebohn, A. Dunn, E. Frantz, J. Johnson, D. Polischuk, N. Smeltekop, G. Swain, R. Tegtmeyer, M. Waddell.

1. CALL TO ORDER

The meeting was called to order at 3:15 pm.

2. Approval of Agenda for March 19, 2019

The **agenda for March 19, 2019** was **approved** as presented.

3. Approval of Draft Minutes for February 19, 2019 (Appendix A)

The **minutes for February 19, 2019** were **approved** as distributed.

4. President's Remarks: Acting President Satish Udpa

President Udpa reported that he used the opportunity of MSU's involvement in the recent Big Ten Championship basketball tournament to meet major donors, as well as a significant number of students who are in MSU's Financial Management Institute, which is part of the Broad Business Program.

President Udpa also presented several announcements. He discussed the Alston case, saying that Judge Wilken, who happens to be the United States District Court Judge in Northern California, issued a ruling (on the Alston case) that has an important bearing and ramification for MSU's Athletics Program. He noted that the ruling essentially involved an NCAA cap that MSU has had for many years on non-cash educational benefits that the University can give to student athletes. He gave an example of the impact of this ruling, stating: "Right now we are obliged or limited to giving them [athletes] tuition support; we give them room and board, things like books and so forth, but we are limited in what we can do for these student athletes. The judge essentially removed the cap on education related expenses." He added: "For example, if the ruling prevails . . . a university should be able to, for example, offer

laptops to students. They should be able to offer expenses covering study abroad, for example, and many other expenses that are related to their educational programs. No cash gifts to the students. Nothing of that sort has changed, but the benefits untethered to education, unrelated to education, continue to remain, so they will be in place.”

President Udpa noted that each conference can come up with its own rules, adding that the Big Ten, for example, can come up with a set of benefits for athletes, saying that institutions that belong to Big Ten will follow certain rules. But, he noted, the Big Ten Conference is barred from conspiring with other conferences, so the Big Ten cannot talk to the Atlantic Conference or the SEC.

President Udpa stated that a great many issues resulting from this decision will keep the various athletic departments and presidents of all the universities busy for the next several months. He said that one of these issues involved an assault on the concept of the student athletes. Concerns arise, he noted, that address the question of whether these individuals are student athletes, or are they professionals? He added that MSU is appealing this decision. He stated that the Presidents of all the Big Ten Universities got together on Sunday morning and agreed to support an appeal of this decision, adding that other conferences also will have to decide whether they want to support this appeal.

President Udpa reported that the Governor has come out with some good budget decisions on higher education. He said that she has recommended a uniform 3% increase for all fifteen universities across the State, a recommendation that he will be pleased to take. He stated that he continue to meet with many State Legislators, and meet with the Governor to press for MSU’s case, adding that he will keep the University posted on news.

On another issue, President Udpa reported that a small group of individuals are discussing what should happen to the IM West pool. IPF, Infrastructure, Planning, and Facilities. He noted that four plans are being evaluated to figure out what MSU should do, figuring out what works best given MSU’s financial constraints.

President Udpa concluded his remarks by acknowledging and welcoming the presence of two of MSU’s Board of Trustees, Trustee Brianna Scott and Trustee Kelly Tebay.

5. Provost’s Remarks: Dr. June Youatt

Provost Youatt reported that she has several announcements that she thinks are relevant to faculty interests. The first, she noted, is the Campus-wide survey to benchmark culture and perceptions, the “No More at MSU” survey. She asked that people please respond to the survey, so that a robust set of responses from faculty and all of our students and staff can be collected, and that this is the first comprehensive survey of this type MSU has ever done.

Provost Youatt said, that WKAR, MSU’s Communications Arts and Sciences public television station, was named the Michigan Public Television Station of the Year in the State of Michigan. She wanted to thank those who have faculty colleagues and others who are involved in WKAR for this honor.

Provost Youatt noted that the MSU Debate Program qualified three teams for the Nationals next week, and that there are only six schools in the country that are allowed to qualify three teams. She said that she looks forward to supporting MSU’s students in completion, and that she looks forward to announcing good news after that competition.

Provost concluded her remarks by calling attention to the latest US News and World Report edition, "America's Best Graduate Schools." She noted that once again, MSU has five programs that are ranked number one nationally. She stated that several of the College of Education programs are ranked number one in the country, and that the Graduate Program in Supply Chain Management is ranked number one in the country. She congratulated who have contributed to these rankings, adding that every time the University sees these rankings, that this accomplishment is due to the collective work of very committed and talented faculty.

6. Chairperson's Remark: Professor Deborah Moriarty

Chairperson Moriarty stated that she wanted to let people know how many individuals voted in the At-Large vote for the At-Large Members of the Steering Committee; the number who voted was 983 which, she remarked, is a very high number in comparison to elections in the past.

Chairperson Moriarty reported that at the last Faculty Senate meeting, Board of Trustee Member, Dianne Byrum, was present and that she commented about having questions submitted to the Presidential Search Committee. Chairperson Moriarty said that an e-mail was sent out to the Faculty Senate to obtain questions as soon as possible, adding that in the meantime, she also received a communication from Trustee Byrum asking if the Faculty Senate could have questions prepared to give her the Friday of Spring Break.

Chairperson Moriarty said that eighteen questions were received from the Faculty Senate, and that these were brought to the Steering Committee. She added that the At-Large Members of the Steering Committee developed themes for the questions, which included themes of diversity. So, she noted, two sets of questions were developed, one long and one short; these included the full list of questions from Faculty Senate, and the other of which include the themes that were presented in a longer list. She said that those questions are presently on the website under the MSU Tracking System.

Chairperson Moriarty stated that Trustee Byrum indicated that what she would be going with, the complete list of questions and would be used as conversations with the Presidential candidates, for the Presidential Search Committee finalists. Regarding the short list of questions, Chairperson Moriarty requested that answers would be received in writing from the candidates, if the candidates are not willing to become public. If the candidates are willing to be public, then they will be asked to the candidates in a public forum. So, she noted, the questions have gone forward and they are on the website. Vigorous discussion ensued.

Professor Andaluna Borcila said that she wanted it to be recorded that this process was fraught with issues, and that people responded in different ways to these issues. She said that she also want to make people aware of the fact that a group of Faculty Senators have started a petition asking for people to sign it to open the search for the top candidates. Vigorous discussion ensued about making the search for the top Presidential candidates a public venue.

NEW BUSINESS

6.1. University Committee on Curriculum (UCC) Report, Professor Marci Mechtel, UCC Chairperson ([Long Report](#), click on link)

Professor Marci Mechtel presented the UCC report. She stated that the UCC met on

February 28th, and approved the following program changes: There are no new programs to report, twenty-nine program changes to report, and no program deletions to report. Furthermore, she added, the UCC approved forty-five new courses, ninety-two course changes, and three course deletions. There were no moratoriums or discontinuations to report.

A motion was made to approve the UCC Report and was seconded. **The motion carried.**

6.2. **Scholarly Publishing and Communications, Joseph Salem, University Librarian**

Joseph Salem reported where MSU is at regarding open access and open education, and several issues that MSU faculty might consider and think about going into the future. An issue that he addressed was the escalating cost involved in the cost of journals and the escalating number of journals. He discussed in detail the Library's efforts to reign in those escalating costs, and to handle open access issues. Discussion ensued.

7. Comments from the floor:

Professor Andaluna Borcila from James Madison College stated that she would like to see the voting process for the Steering Committee/Faculty Senate Chair and Vice-Chair be improved, by including statements from the candidates.

Chairperson Moriarty replied that language for such a process as including statements from candidates does not currently exist in the University Bylaws, and that they would need to be developed by, first, presenting the request at the Steering Committee.

8. ADJOURNMENT

A motion to adjourn was made and seconded. **The motion carried.** Time: 4:09 pm.

SHORT REPORT of the UNIVERSITY COMMITTEE ON CURRICULUM (UCC)
April 16, 2019
To view the full UCC Report visit: www.reg.msu.edu/Read/UCC/fs041619.pdf
PROGRAM ACTIONS

Highlights:

Food Processing, Technology and Safety, Agricultural Technology Certificate, effective Fall 2019.
 Global Health, Master of Science, effective Fall 2019.
 Global Health, Graduate Certificate, effective Fall 2019.
 Indigenous Studies, Graduate Certificate, effective Summer 2019.
 Special Education Leadership: Multi-Tiered Systems of Support, Master of Arts, effective Fall 2019.
 Special Education Leadership: Multi-Tiered Systems of Support, Graduate Certificate, effective Fall 2019.

College	Department	Program Name	Award Type	Action
Agriculture and Natural Resources	Community Sustainability	Community Sustainability	M.S.	C
			Ph.D.	C
		Sustainable Parks, Recreation and Tourism	B.S.	C
		Sustainable Tourism and Protected Area Management	M.S.	C
			Ph.D.	C
	Institute of Agricultural Technology	Food Processing, Technology, and Safety	Agricultural Technology Certificate	N
Arts and Letters		Indigenous Studies	Certificate	N
Business	Hospitality Business	Hospitality Business	B.A.	C
	Management	Entrepreneurship and Innovation	Minor	C
Education	Counseling, Educational Psychology and Special Education	Special Education Leadership: Multi-Tier Systems of Support	Certificate	N
		Special Education Leadership: Multi-Tiered Systems of Support	M.A.	N
Engineering		Applied Engineering Sciences	B.S.	C
	Electrical and Computer Engineering	Electrical and Computer Engineering	M.S.	C
			Ph.D.	C
Music		Music Education	Ph.D.	C
Natural Science		Ecology, Evolutionary Biology and Behavior	Ph.D.	C
			Specialization	C

College	Department	Program Name	Award Type	Action
Natural Science		Neuroscience	Ph.D.	C
Osteopathic Medicine		Global Health	Certificate	N
			M.S.	N
Social Science	Criminal Justice	Law, Justice, and Public Policy	Minor	C
	Economics	Economics	B.A.	C
	Sociology	Sociology	B.A.	C

C = Change D=Deletion N=New

Totals **New:** **Change:** **Deletion:**

COURSE ACTIONS April 16, 2019

College	Department	Subject	New	Changes	Deleted
Agriculture and Natural Resources	Agricultural, Food, & Resource Econ	AFRE	0	1	0
	Food Science & Human Nutrition	FSC	12	0	0
Arts and Letters	Arts & Letters Dean	AIIS	3	0	0
	Theatre	THR	0	2	0
Business	Finance	FI	2	0	0
James Madison College	James Madison College Dean	MC	1	0	0
Natural Science	Neuroscience Program	NEU	2	0	0
Osteopathic Medicine	Osteopathic Medicine Dean	OST	11	0	0
Social Science	History	HST	1	1	0
Veterinary Medicine	Pharmacology & Toxicology	PHM	1	1	0
Total			33	5	0

INFORMATION ITEMS
April 16, 2019

Moratorium –

Moratorium in Pre dental Program, UCUE consultation 3/14/19; Provost approved 3/26/19 – Effective Spring 2020 through Spring 2023.

Moratorium in Pre medical Program, UCUE consultation 3/14/19; Provost approved 3/26/19 – Effective Spring 2020 through Spring 2023.

Moratorium in Pre optometry Program, UCUE consultation 3/14/19; Provost approved 3/26/19 – Effective Spring 2020 through Spring 2023.

Discontinuation –

None.

Other –

None.

MICHIGAN STATE UNIVERSITY

March 26, 2019

MEMORANDUM

TO: Dr. June Youatt, Provost

FROM: Dr. Mark Waddell
Chair

SUBJECT: Recommendation for the Long-term Faculty Merit and Market Pool Increase

Last year in June, the university for the first time formally approved a two-year General Fund budget for the periods of 2018-19 and 2019-20. That action provided for a 2.0 percent salary adjustment (1.5 percent merit adjustment plus a 0.5 percent Provost Market adjustment) in 2018-19, and a 3.0 percent adjustment (2.5 percent merit adjustment, plus a 0.5 percent Provost Market adjustment) in 2019-20.

While the University Committee on Faculty Affairs (UCFA) would have preferred to be consulted by Acting President Engler on the proposal for the two-year budget, our focus is now forward to the 2020-21 period and beyond.

The UCFA recommendation for the faculty merit and market pool increase over the longer term continues to be developed on the basis of the following goals:

- recruitment and retention of high quality faculty;
- maintenance of the quality and integrity of our academic program;
- recognition of faculty productivity as enrollments and competitive pressure for grants escalate;
- a desire to maintain and enhance faculty morale in the context of ensuring teaching and research quality and productivity.

Moreover, UCFA remains concerned about the long-term impact that the erosion of university-funded health benefits will have on faculty compensation; specifically, the:

- initiation of health care premium sharing for all faculty as of July 2002; University Committee on Faculty Affairs
- elimination of funded post-retirement health care coverage for spouses of new hires as July 2005;
- elimination of funded post-retirement health care coverage for new hires as of July 2010;
- substantial increases in premiums for health care and pharmaceutical coverage; and
- long-term implications of potential changes to federal and state funding of health care.



UNIVERSITY COMMITTEE ON FACULTY AFFAIRS

Michigan State University
321 Administration Building
East Lansing, MI
48824-1046
517/355-9271

March 26, 2019

Page 2

Over the past decade, the UCFA has used MSU's relative position among Big Ten universities as a key indicator of the university's performance in achieving the goals identified above. As can be seen in Table 1, for the past decade MSU has typically ranked in the bottom quartile in faculty salary with MSU's ranking being no higher than 11th (of 14 institutions) since 2010-2011.

As can be seen in Table 2 MSU's ranking improves when viewed from a compensation perspective, however, this position will deteriorate over time unless augmented by salary increases due to its reliance upon post-retirement health care provisions that are not applicable to faculty appointed after 2010.

For the past few years the UCFA has sought, with modest success to improve MSU's relative position among Big Ten universities in faculty salary by suggesting slightly above average annual increases in faculty salary as noted 2018.

Given our goal of reaching the middle of the Big Ten in faculty salary, we recommend a 4.5 percent increase in annual faculty salary increments over the longer term inclusive of a 4.0 percent increase in the general merit pool and a 0.5 percent increase in the market adjustment pool. While this proposal will not impact the 2019-20 academic year, it is hoped that by stating it now, the University can plan for its inclusion in the 2021-22 budget.

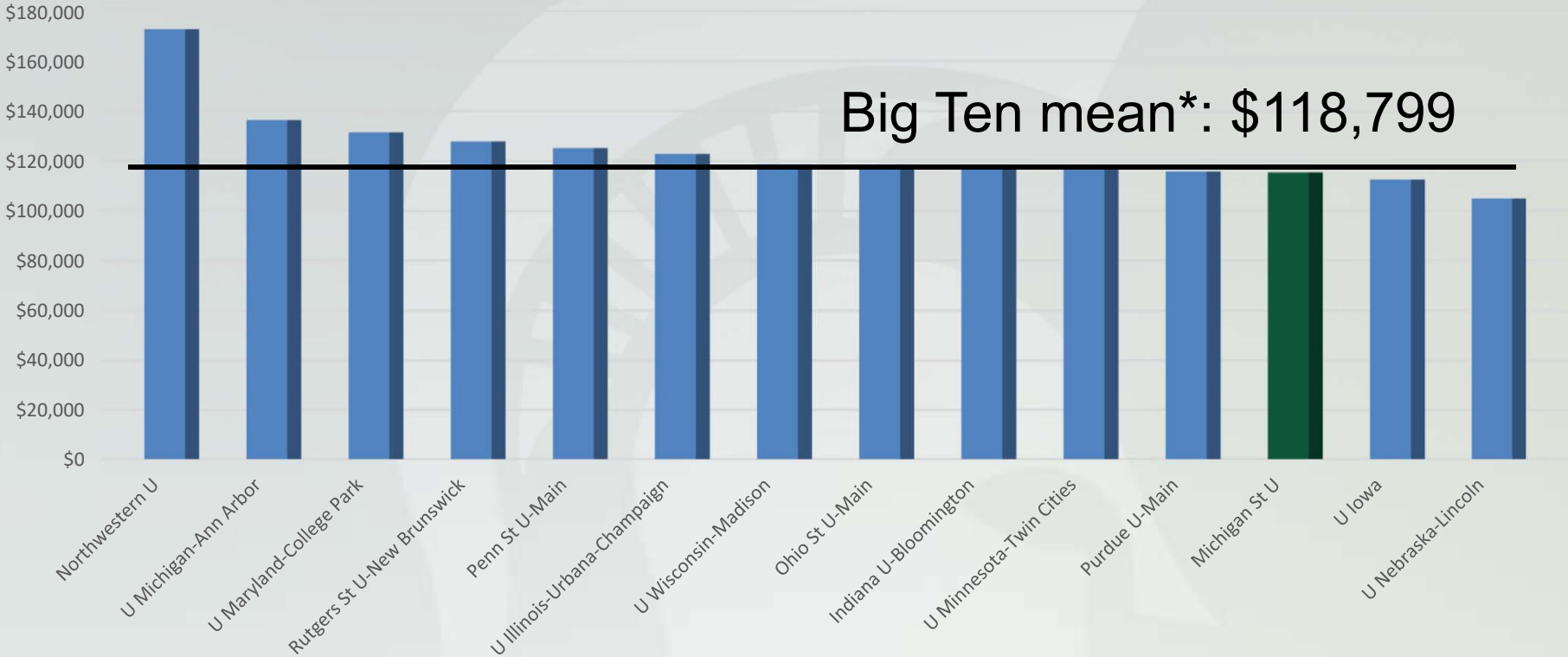
Finally, we appreciate Interim President Udpa and Provost Youatt's commitment to recommend support in the 2020-21 budget to provide MSU's standard retirement contribution to qualifying academic year faculty appointed on summer budgets funded through either Research or General Fund and other accounts.

The UCFA salary recommendation reflects our ongoing desire to ensure that the University continues to make a positive impact on the life of the people of Michigan, the United States, and the world. The UCFA appreciates your consideration of our recommendation. Whatever the decision is regarding our recommendation, we are honored to continue to serve MSU.

Near Term History of Proposed and Actual Salary Adjustments

- For 2014-15, the UCFA recommended a 5.2 percent increase in faculty salary with a 4.0 percent increase in the general merit pool and a 1.25 percent increase in the market adjustment pool. MSU faculty received a 3.0 percent increase in inclusive of a 2.0 percent increase in the general merit pool and a 5.0 percent increase for retention concerns out of the University Academic Competitiveness Pool in 2014-15.
- For 2015-16, the UCFA recommended a 5.25 percent increase in faculty salary with a 4.0 percent increase in the general merit pool and a 1.25 percent increase in the market adjustment pool. MSU faculty received a 3.0 percent increase in salary inclusive of a 2.0 percent increase in the general merit pool, a 0.5 percent increase in the market adjustment pool and a 0.5 percent increase for retention concerns out of the University Academic Competitiveness Pool in 2015-16.
- For 2016-17, the UCFA recommended a 4.75 percent increase in faculty salary with a 4.0 percent increase in the general merit pool and a 0.75 percent increase in the market adjustment pool. MSU faculty received a 2.5 percent increase in salary inclusive of a 2.5 percent increase in the general merit pool, a 0.5 percent increase in the market adjustment pool and a 0.5 percent increase for retention concerns out of the University Academic Competitiveness Pool in in 2016-17.
- For 2017-18, the UCFA recommended a 4.0 increase in faculty salary with a 3.5 percent increase in the general merit pool and a 0.5 percent increase in the market adjustment pool. MSU faculty received a 3.0 percent increase in salary with a 2.5 percent increase in the general merit pool and a 0.5 percent increase in the market adjustment pool in 2017-18.
- For 2018-19, the UCFA recommended a 4.5 percent increase in faculty salary with a 4.0 percent increase in the general merit pool and a 0.5 percent increase in the market adjustment pool. MSU faculty received a 1.5 percent increase in the general merit pool and a 0.5 percent increase in the market adjustment pool in 2018-19.

2017-18 Faculty Salary



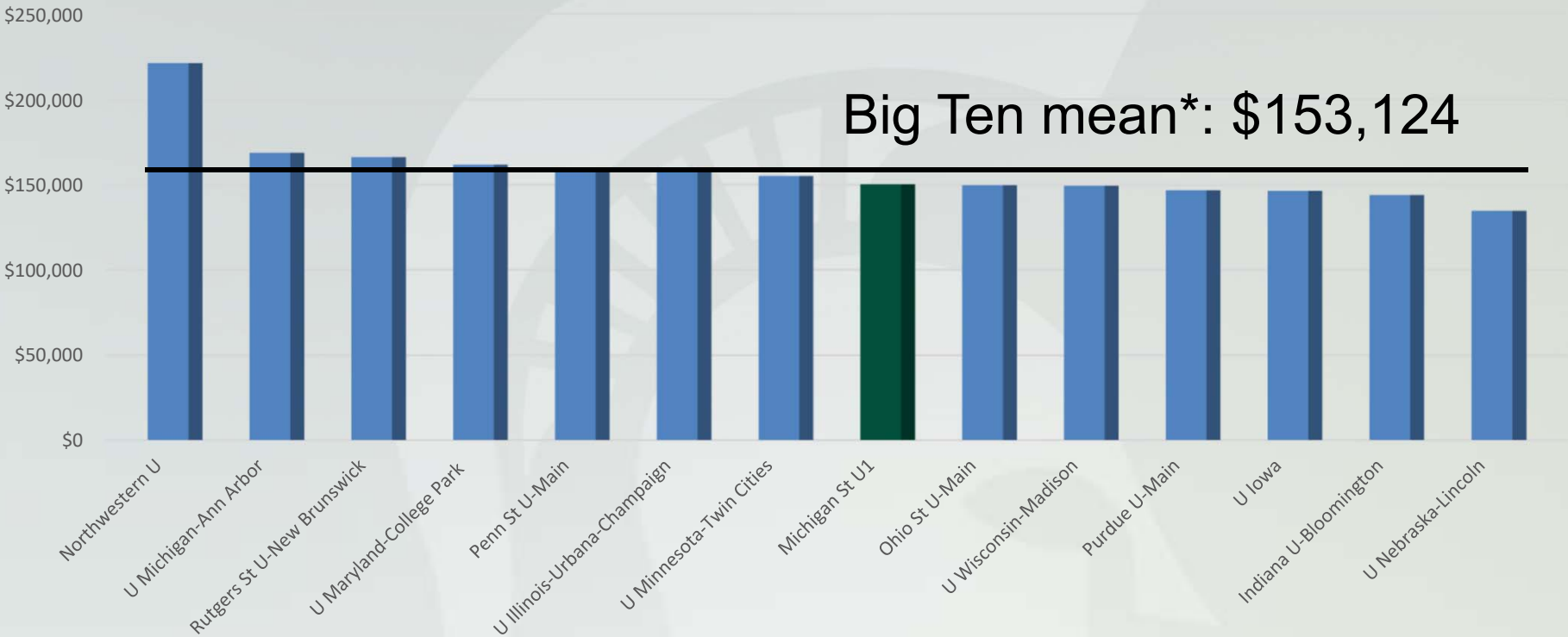
MSU Rank in Big10 Institutions for Faculty Salary

Rank	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17	17-18
Professor	10	10	8	9	9	11	10	8	8	6	6
Associate Professor	7	7	5	8	6	9	9	9	9	9	8
Assistant Professor	14	13	14	13	14	14	14	14	14	14	14
All Ranks Average	11	11	9	12	12	13	13	13	11	12	12

*Does not include Northwestern – average including Northwestern \$122,804
 1 Rankings overtime adjusted to include Rutgers and Maryland

Table 1

2017-18 Faculty Compensation



MSU Rank in Big10 Institutions for Faculty Salary

Rank	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17	17-18 ²
Professor	8	6	8	11	9	8	7	7	5	4
Associate Professor	6	6	7	6	5	6	8	8	6	5
Assistant Professor	10	10	10	11	12	12	14	14	14	14
All Ranks Average	7	6	10	13	9	9	10	10	10	8

-Includes pro-rata attribution of post-retirement benefits for eligible population

*Does not include Northwestern – average including Northwestern \$157,981

1 Rankings overtime adjusted to include Rutgers and Maryland

Table 2

DISCIPLINE AND DISMISSAL OF TENURED FACULTY FOR CAUSE

The material below belongs under Section VII. DISMISSAL FOR CAUSE PROCESS, Section B, INITIATION OF FORMAL PROCEEDINGS

The material below was approved by both UCFT and UCFA:

- 1) We agreed that we should have a three-person review panel, randomly chosen, made up of Dismissal for Cause Review Officers (not including any from the college of the accused). That panel, in consultation with the President shall decide whether the accused individual will be denied pay during the dismissal hearing process. Theresa Kelley says (in the document we reviewed at our last meeting) that the President “makes a recommendation” to the panel. The panel may or may not agree with that recommendation; however, their judgment is final.
- 2) We agreed that the judgment of the panel must be unanimous. This is related to point #3 below. The conduct of the accused faculty member must be “egregious” to justify denial of pay. We have more confidence in a judgment of “egregiousness” with three faculty members who concur in that judgment as opposed to a simple majority.
- 3) We agreed that the standard for denial of pay should be “egregious” behavior. We noted that several levels of judgment regarding the accused’s behavior have occurred before the issue comes before the UCFT for dismissal consideration. This suggests that the behavior is at least “serious” and perhaps “egregious.” There is no simple way to define “egregious.” But we can offer the following criteria/considerations as guidelines for identifying egregious behavior:
 - a. The alleged behavior represents substantial damage to the reputation of the university
 - b. The alleged behavior (or interrupted intent to commit the behavior) represents violence against any member of the university community
 - c. The alleged behavior (or interrupted intent to commit the behavior) represents substantial damage to university property (physical or intellectual)
 - d. The alleged behavior (or interrupted intent to commit the behavior) represents substantial violations of fiscal norms (fraud or actual theft), or substantial violation of scholarly norms (fabrication or falsification of research data)
- 4) We agreed that if that panel judges the accused faculty member’s alleged behavior to be egregious, and they are denied pay, then they may still choose to retire before the hearing process begins. If they do not retire at that point, then their retirement benefits are at risk. They do not have the option of retiring later in the hearing/dismissal process. [Concerns were expressed in the full UCFT committee meeting that this individual might be denied due process since they may not appear before this

panel to plead their case. However, we noted that this individual would have pled their case several times in earlier stages of the disciplinary process. The record of their pleadings would be part of the thick packet of information that would be reviewed by this three-person panel. In that respect, a sufficient degree of due process is protected.]

- 5) We agreed that if an accused faculty member is being considered for dismissal, but their alleged behavior is not judged egregious, then the department chair and Dean of the College may permit that faculty member to stay on duty and be paid. Alternatively, if the alleged behavior is judged by the department chair and Dean to warrant removal from duty, the faculty member would still be entitled to be paid. That faculty member may then go through the hearing process as far as they wish with the option to resign or (if eligible) retire at any point before the Board of Trustees renders a final decision. However, if the Board of Trustees approves their dismissal, and if they were eligible to retire, then they would have lost retirement benefits because they would have been fired (in effect).

Submitted by Leonard M. Fleck, Chair, UCFT

Faculty Handbook

Discipline and Dismissal of Tenured Faculty for Cause

Last updated: 12/18/2015

IV. ACADEMIC HUMAN RESOURCES POLICIES (Cont.)

The following policy was approved by the Board of Trustees on March 16, 1967 and revised on May 5, 2006 and December 18, 2015.

Preamble

The University's commitment "to promote the welfare of mankind through teaching, research, and public service" is furthered by the intellectual integrity and professional honesty of faculty members mindful of their rights and responsibilities. Essential to sustaining an environment of mutual trust and respect is the need for impartial investigation of alleged violations of policies related to faculty conduct; due process; and, when necessary, disciplinary action up to and including dismissal for cause. Discipline, dismissal, or the threat of either action, may not be used to restrain faculty members in their exercise of academic freedom.

I. CONFIDENTIALITY

All proceedings and records with regard to disciplinary action or dismissal for cause proceedings shall be kept confidential to the degree permitted by the law. The Board of Trustees will decide on a case by case basis whether action taken by the Board pursuant to the dismissal portion of this Policy will identify the affected faculty member by name.

II. MAILING OF NOTICES UNDER THIS POLICY

In matters involving minor discipline, notices required by this Policy will be sent to the faculty member by email to the faculty member's msu.edu account, with a courtesy copy sent to the faculty member by first class mail to the address of record. It is the faculty member's responsibility to regularly review the msu.edu email account for departmental and other University communications.

In matters involving serious discipline or dismissal, the faculty member shall be sent the notices required by this Policy by certified mail to his/her address of record filed with the University. However, if delivery by certified mail is not possible or if the faculty member refuses or waives delivery of certified mail, mailing notices to the faculty member at his/her address of record by first class mail will be considered sufficient. An email will also be sent to the faculty member's University email address notifying him/her of the fact that a notice required by this Policy has been sent by one of the methods described above.

III. PARTICIPATION OF ADVISORS, OBSERVERS, OR COUNSEL

Faculty members are entitled to bring an advisor or observer to any meeting regarding disciplinary action referenced in this policy. The advisor or observer must be a member of the University community (faculty, staff, or administrator), including *emeriti*. The advisor or observer may be present during the meeting, but will have no voice or formal role in the meeting. Unless otherwise specified in this Policy, faculty members are entitled to bring an advisor of their choice, including legal counsel, to any meeting or hearing conducted during dismissal for cause proceedings. During those proceedings, the advisor has voice and is granted full participation.

IV. GROUNDS FOR DISCIPLINE AND DISMISSAL ¹

A faculty member² may be disciplined, or dismissed, for cause on grounds including but not limited to (1) intellectual dishonesty; (2) acts of discrimination, including harassment, prohibited by law or University policy; (3) acts of moral

turpitude substantially related to the fitness of faculty members to engage in teaching, research, service/outreach and/or administration; (4) theft or misuse of University property; (5) incompetence;³ (6) refusal to perform reasonable assigned duties; (7) use of professional authority to exploit others; (8) violation of University policy substantially related to performance of faculty responsibilities; and (9) violation of law(s) substantially related to the fitness of faculty members to engage in teaching, research, service/outreach and/or administration.⁴

V. TYPES OF DISCIPLINE

Disciplinary action is normally iterative and falls into two general categories: minor discipline and serious discipline. *Minor discipline* includes but is not limited to: verbal reprimand, written reprimand, mandatory training, foregoing salary increase, restitution, monitoring of behavior and performance, and/or reassignment of duties; *Serious discipline* includes suspension with or without pay or temporary or permanent reduction in appointment. A full suspension without pay may not exceed six months. In egregious cases of wrongdoing, or where attempts at discipline have not successfully remedied performance concerns, a faculty member may be *Dismissed* for cause.

In matters where the Dean⁵ and the Office of the Associate Provost⁶ concur that a faculty member's continued performance of faculty duties poses a significant risk of harm to persons or property, the faculty member may be relieved of duties and suspended with pay during the pendency of the review panel process.

In all faculty discipline, the University bears the burden of proof that adequate cause exists; it will be satisfied only by clear and convincing evidence unless a different standard is required by law.⁷ The faculty member's record should be considered as a whole when contemplating imposition of disciplinary action.

In cases of both minor and serious discipline (1) faculty members retain the right to grieve disciplinary actions that have been implemented under the regular terms of the Faculty Grievance Procedure and (2) the faculty member may submit a letter of exception to the imposition of discipline, disputing the grounds for the unit administrator's decision, to be included in the faculty member's personnel file.

VI. PROCESS TO INITIATE MINOR OR SERIOUS DISCIPLINE

A. MINOR DISCIPLINE

Where the unit administrator seeks to impose minor disciplinary action, the unit administrator shall first meet with the faculty member to discuss the administrator's concern and the potential for discipline. The administrator will notify the faculty member during that meeting of the right and opportunity to request a consultation with the department/school faculty advisory committee, its chair, or the chair of the UCFA personnel subcommittee⁸ before the administrator proceeds with any disciplinary action. The purpose of such informal consultation is to reconcile disputes early and informally, when that is appropriate, by clarifying the issues involved, resolving misunderstandings, considering alternatives, and noting applicable bylaws.

The unit administrator and faculty member, if requested by the faculty member, will consult with the department/school faculty advisory committee, its chair, or with the chair of the UCFA personnel subcommittee in a prompt fashion to discuss the administrator's concern and the potential for discipline.

Should the unit administrator still wish to proceed with disciplinary action after that consultation, the administrator must consult with the Dean and the Office of the Associate Provost to discuss the proposed disciplinary action. If the proposed discipline is authorized by those offices, the unit administrator shall provide the faculty member with written notice of the cause for disciplinary action in sufficient detail for the faculty member to address the specifics of the charges, and an opportunity to respond in writing prior to the imposition of any disciplinary action, within seven (7) days⁹ of receipt of the unit administrator's written notice. The written response, if any, will be provided to the Dean and the Office of the Associate Provost for further comment.

The unit administrator, in consideration of the written response and further comments, if any, shall make a decision

regarding the disciplinary action and notify the faculty member in writing. The discipline will then take effect.

B. SERIOUS DISCIPLINE

Where the unit administrator seeks to impose serious disciplinary action, the unit administrator shall first meet with the faculty member to discuss the administrator's concern and the potential for discipline. Because it is in the interest of the University, the unit, and the faculty member that attempts be made to resolve serious disciplinary issues early and informally, the unit administrator and faculty member are encouraged to meet with the chair of University Committee on Faculty Affairs (UCFA)¹⁰ to discuss the matter.

If that meeting does not resolve the issue, the unit administrator shall consult with the Dean and the Office of the Associate Provost to discuss the proposed disciplinary action. If the proposed discipline is authorized by those offices, the unit administrator shall provide the faculty member with written notice of the proposed disciplinary action in sufficient detail for the faculty member to address the specifics of the charges.

The faculty member shall have seven (7) days after receiving the notice of proposed disciplinary action to (1) file a written statement with the unit administrator regarding the proposed discipline,¹¹ or (2) request a meeting with a disciplinary review panel of the UCFA. A request to meet with the review panel should be made to the unit administrator, who will forward it promptly to the Chair of the UCFA. If the faculty member does not submit a written response or request a meeting with the disciplinary review panel within the seven-day period, the discipline will take effect.

1. Review Panel Selection and Composition

The Chair of the UCFA, in consultation with the Office of the Provost, shall annually establish a three-person review panel made up of current members of the UCFA to meet with unit administrators and faculty members regarding potential serious disciplinary action. The members of the review panel will serve until their replacements are selected the following academic year. A list of three alternates will also be maintained in the event that a panel member is unavailable. The Office of the Provost will arrange training about academic personnel actions and policies for the review panel and alternates.

2. Meeting with the Review Panel

Upon receipt of a request to meet, the Chair of the UCFA will schedule a meeting with the unit administrator, faculty member, and disciplinary review panel. That meeting will take place no later than the second regularly scheduled meeting after the request is received, but not to exceed 21 days during those periods when the UCFA is not regularly meeting. Except in unusual circumstances, meetings of the disciplinary review panel will take place before, during, or after the regularly scheduled meeting time of the UCFA and both the unit administrator and the faculty member will be expected to adjust their schedules to attend the meeting. If either party cannot personally attend for good cause, as determined by the Chair of UCFA, that individual may participate through alternate communication methods (e.g., telephone, video conference) or send a representative to the meeting.

No member of the review panel shall participate in a meeting involving a faculty member from the same college in which the panel member is appointed. The faculty member may also request that any member of the panel recuse himself/herself if a conflict of interest exists. If the panel member refuses to recuse himself/herself, the Chair of the UCFA will determine whether, in light of the challenged person's knowledge of the case or personal or professional relationships with a party, the challenged person would be able to fairly and impartially participate in the meeting and make a fair and impartial recommendation.

3. Recommendation of the Review Panel

Following its meeting, the review panel will provide its recommendation to the unit administrator, with a copy to the faculty member, within seven (7) days about whether the proposed serious discipline should be imposed, lesser discipline should be substituted, or no discipline should be imposed. The recommendation is not binding on the

unit administrator but shall be given all due consideration. If the unit administrator does not take the advice of the review panel, he/she will provide a detailed reply to its recommendation for consideration and possible amendment by the panel within seven (7) days, copying the faculty member. If the panel decides to amend its original recommendation, it must do so within seven (7) days, copying the faculty member. This documentation will form a part of the permanent record of the discipline process.

4. Imposition of Disciplinary Action

After receiving the response (and amendment, if any), the unit administrator shall make a decision regarding the disciplinary action and notify the faculty member in writing. If the review panel recommended against imposition of serious discipline, or recommended lesser discipline, the unit administrator must meet with the Dean and the Office of the Associate Provost before proceeding with disciplinary action.

VII. DISMISSAL FOR CAUSE PROCESS

A. INFORMAL RESOLUTION/PRELIMINARY CONFERENCE STAGE

1. Dismissal for Cause Review Officer's Recommendation

A Dean (“charging party”) proposing to initiate dismissal for cause proceedings against a faculty member must file a written request with the Provost that provides the reasons for considering dismissal in sufficient detail for the faculty member to address the specifics of the charges, if necessary, and provides copies of all relevant documentation, including copies of any past disciplinary action or warnings to the faculty member that his/her conduct might lead to dismissal.

Upon receipt of such a request, the Provost shall notify the faculty member of the request and ask the Dismissal for Cause Review Officer (see Appendix III) to review the matter and to provide a confidential report and recommendation to the Provost as to whether dismissal for cause proceedings should be initiated.

The review process is intended to provide an opportunity for informal resolution of the matter. Accordingly, meetings between the faculty member and the Review Officer and between the faculty member and the Provost during the review process are informal, confidential, and will proceed without counsel present.¹² At any stage during the review process, the faculty member may elect to forgo meeting or talking with the Review Officer or the Provost.

The Review Officer shall review the reasons for considering dismissal and the evidence in support of dismissal with the charging party. The Review Officer shall also talk with the charging party, faculty member, and the faculty member’s department chair or school director, prior to making a recommendation to the Provost.

In reaching his/her recommendation, the Review Officer should consider what steps have been taken to achieve informal resolution of the matter; whether, in cases involving a pattern of conduct, the faculty member had any warning that the conduct might lead to dismissal; and whether any measures might be taken to resolve the matter short of instituting dismissal for cause proceedings. The Review Officer’s report and recommendation should be forwarded to the Provost within thirty (30) days of the Review Officer’s selection by the President, unless an extension of time is approved by the Provost.

2. Determination by the Provost

The Provost shall review the report and recommendation of the Review Officer and determine whether the matter is of sufficient seriousness to warrant the initiation of dismissal for cause proceedings.¹³ In reaching his/her decision, the Provost may discuss the matter with the Review Officer, charging party, and/or faculty member. The confidential report and recommendation of the Review Officer is advisory to the Provost¹⁴ and shall not be available to either party or become part of the record if dismissal for cause proceedings are instituted.

3. Conference with the Faculty Member

If the Provost determines that dismissal for cause proceedings are warranted, he/she shall notify the faculty member and the charging party (the “parties”) of that decision in writing, providing a copy of all documentation provided by the dean to the Review Officer, and offer the faculty member an opportunity for a personal meeting. No formal charges shall be filed until 30 days after this notification, unless an extension of time is approved by the Provost. The matter may be resolved informally during this time, including by the faculty member’s resignation. If the faculty member is not available for a personal meeting during the 30-day period, the Provost may communicate with the faculty member electronically or by correspondence that provides the faculty member with a reasonable opportunity to confer informally with the Provost.

B. INITIATION OF FORMAL PROCEEDINGS

If the Provost determines that the matter is serious enough to warrant initiation of dismissal for cause proceedings, the Provost shall provide written notice of that determination to the President, along with a recommendation as to whether the faculty member should be relieved from some or all of his/her duties during the dismissal for cause proceedings. The parties should receive a copy of this notice. If the President decides to relieve the faculty member from all of his/her duties, the faculty member shall be placed on a leave of absence with pay during the pendency of the dismissal for cause proceedings.

Following written notification by the Provost to the President, the charging party may initiate dismissal for cause proceedings against a faculty member by filing written charges with the President and Chair of the University Committee on Faculty Tenure (UCFT). The charges must contain: (1) the allegations; (2) the names of the witnesses, insofar as then known, who will testify in support of the allegations; and (3) the nature of the testimony likely to be presented by each of these witnesses.

The Chair of the UCFT shall promptly send a copy of the written charges to the faculty member.

1. Meetings between the Presiding Officer and the Parties

As soon as practicable following the filing of formal charges, the Chair of the UCFT shall meet with the parties. The purposes of such meetings include:

- a. Challenges to any members of the Hearing Committee for conflict of interest (see Appendix I).
- b. Exchange of documents and witness lists between the parties.
- c. Stipulations by the parties on any relevant matters of fact. Any stipulation shall be reduced to writing and signed by both parties and the Presiding Officer.
- d. Rulings by the Presiding Officer on any proposed revisions to the charges that might be offered or requested.

The Chair of the UCFT may ask legal counsel to attend these meetings. The Chair of the UCFT shall arrange that recordings of these meetings are made and included in the complete case record. These meetings will take place during regularly scheduled meeting times for the UCFT and the relevant administrator and faculty member will be expected to adjust their schedules to attend.

2. The Hearing

1. Service on the Hearing Committee shall be a high priority University responsibility for the duration of the hearing. Accordingly, administrators of units shall take all reasonable measures to reduce the Hearing Committee members’ other responsibilities. Unit administrators are encouraged to provide additional

support (such as graders and graduate assistants) to Hearing Committee members for the duration of their service.

2. The Secretary for Academic Governance shall make available to the Chair of the Hearing Committee any necessary secretarial and clerical assistance.
3. Legal counsel to the Hearing Committee shall arrange for a full stenographic record to be made of the hearing. If any party requests additional copies of the record or an expedited copy of the record, the additional costs of that request shall be paid by the requesting party.
4. The Chair of the Hearing Committee shall request the presence of any witness or the delivery of any University document germane to the hearing. University administrators are expected to cooperate with such requests.
5. The Chair of the Hearing Committee shall schedule the hearing within a reasonable time (usually not to exceed 21 days) after the faculty member is provided notice of the charges against him/her, due consideration being given to the faculty member's opportunity for the preparation of a defense.
6. The hearing shall be closed, except that the Hearing Committee may consider a request from the faculty member to open the hearing. If such a request is made, the Hearing Committee shall hear the views of both parties on the question and shall determine whether the hearing sessions are to be open or closed. Regardless of the faculty member's request, the Chair of the Hearing Committee may, in the interest of orderly and equitable proceedings, rule that a given session or portion of a session be closed. Sessions or portions of sessions that will involve student testimony or testimony that includes personally identifiable student information must be closed. Sessions that will involve non-student witness testimony may also be closed at the discretion of the Chair of the Hearing Committee.
7. The Chair of the Hearing Committee shall conduct the hearing in accordance with the procedures stipulated in Appendix II.
8. The charging party or his/her representative shall be present at all sessions of the Hearing Committee at which evidence is presented or arguments are heard, and may (1) present evidence, (2) call, examine, and cross-examine witnesses, and (3) examine all documentary evidence received by the Hearing Committee. The charging party's advisor or legal counsel (if any) may also be present at the request of the charging party.
9. The faculty member and/or his/her representative may be present at all sessions of the Hearing Committee at which evidence is presented or arguments are heard, and may (1) present evidence, (2) call, examine, and cross-examine witnesses, and (3) examine all documentary evidence received by the Hearing Committee. The faculty member's advisor or legal counsel (if any) may also be present at the request of the faculty member. If the faculty member cannot be present at a hearing session due to circumstances beyond the faculty member's control, the Chair may grant permission for the faculty member to participate through alternate communication methods, reschedule the hearing session, or choose to conduct the hearing session in the absence of the faculty member.
10. If the faculty member chooses not to be present, the Chair shall conduct the hearing sessions in the absence of the faculty member.
11. The Provost (or his/her designee) shall be available to the Hearing Committee to provide guidance on policy or procedural questions. In the event that a policy or procedural question is at issue in the dismissal for cause proceedings, the Provost may choose to file a position statement with the Hearing Committee regarding the policy or procedural issue. In those cases, the Provost (or his/her designee) will not serve in an advisory capacity to the Hearing Committee regarding policy or procedural questions.
12. Except as provided below, only those members of the Hearing Committee who have been present at all

sessions in which evidence has been presented or arguments have been heard shall have the right to vote. An exception to this attendance requirement shall be made by the Chair of the Hearing Committee for a member who has missed, for good cause, no more than one session and who has informed the Chair in writing that he/she has read the official transcript of that session. This attendance requirement may also be waived by unanimous consent of the parties.

13. Within a reasonable time following final arguments (usually not to exceed 14 days), the members of the Hearing Committee will vote to determine whether cause has been established. If they determine that cause has been established, they shall recommend either dismissal or other disciplinary action(s). If a majority of the Hearing Committee determines that cause has not been established, the matter is closed.

3. Processing the Record and Rendering Judgment

a. Hearing Committee Report.

1. Within 30 days following the final arguments, the Hearing Committee shall submit its written report to the parties. If additional time is needed, the Chair of the Hearing Committee shall request an extension of time from the Chair of the UCFT.
2. The Hearing Committee report must include an explanation of its determination as to whether cause has been established. If the Hearing Committee determines that cause has been established, the report must also include an explanation of its recommendation for either dismissal or some other disciplinary action(s). A report which recommends dismissal for cause or other discipline must state that at least one of the charges made against the faculty member has been proven by clear and convincing evidence.
3. Subject to subsection 4 below, all members of the Hearing Committee shall sign the report attesting that they have read it and that it constitutes the findings and recommendations of a majority of the Hearing Committee.
4. Any member(s) of the Hearing Committee may file and sign a minority report, which shall become part of the Hearing Committee report.

b. Appeals.

1. Grounds for appeal are limited to whether the Hearing Committee committed a prejudicial violation of the required procedures (see Appendix II) during the hearing process.
2. Either party may appeal the decision of the Hearing Committee to the then-current members of the UCFT, excluding the Presiding Officer and any members of the UCFT who served on the Hearing Committee. The remaining UCFT members shall constitute an appellate body (“the Appeal Panel”) and shall select a Chair by majority vote.
3. A party wishing to appeal (“appellant”) must submit a written appeal to the Chair of UCFT within 15 days after the date that the Hearing Committee report was mailed. The Chair of UCFT will transmit the appeal and a copy of the Hearing Committee report to the Appeal Panel and the appellee.¹⁵
4. The appeal must be in writing and must specify the claimed procedural violation(s) on which the appeal is based.
5. The appellee may submit a written response to the appeal. The response must be sent to the Chair of the UCFT and the party who initiated the appeal no later than 15 days after the date the appeal was mailed to the appellee.
6. The Appeal Panel will convene to decide the appeal. The Appeal Panel will usually decide the appeal

based on the written materials presented and in the absence of the parties. If necessary, the Appeal Panel may request that both parties present oral argument and/or respond to questions regarding the appeal. The Appeal Panel may impose reasonable limits on the time allotted for oral arguments.

7. The Appeal Panel shall render a decision on the appeal within ten days of receiving all arguments. A decision will be made by a simple majority vote. In rendering a decision, the Appeal Panel may not amend the findings or the recommendations of the Hearing Committee. The Appeal Panel may reach one of the following determinations:

- i. No violation found. The Hearing Committee did not commit a prejudicial violation of the required procedures during the hearing process.
- ii. Harmless Error. Although a violation of the procedures occurred, it did not materially harm the appellant's ability to present his/her case fully.
- iii. Rehearing. The Hearing Committee committed a prejudicial violation of the procedures during the hearing process which can and should be corrected by the original Hearing Committee.
- iv. Rehearing/New Hearing Committee. The Hearing Committee committed a prejudicial violation of the procedures during the hearing process which has tainted the hearing to an extent that correction by the original Hearing Committee is impossible. A new Hearing Committee must be established to rehear the case.

c. Final Hearing Committee Report.

1. After appeals and rehearings, if any, are concluded, the Hearing Committee's report shall be considered final and shall be sent to the President, the Provost, and the parties.

2. A copy of the complete transcript of the hearing shall be sent to the faculty member.

3. The Chair of the Hearing Committee shall file the complete record of the case with the Office of the Provost. The complete record shall contain: (i) the final Hearing Committee report, (ii) any Appeal Panel decision, (iii) meeting minutes, (iv) the record required by part 11 of Appendix I, and (v) the transcript of the hearing. The complete record shall be held for review in the Provost's Office and shall be available to the President, the Provost, the Board of Trustees, and the parties, for their review, in a place designated by the Provost.

4. If the Hearing Committee finds cause, the Provost and the parties may, within 15 days of the date of the mailing of the Hearing Committee's report, review the record and file written comments with the Chair of the Hearing Committee and the President.¹⁶

d. The President, within 15 days of the date of receipt, unless an extension of time has been granted by the Chair of the Hearing Committee, will review the Hearing Committee's report and provide his/her preliminary response in writing, accompanied by supporting rationale, to the Chair of the Hearing Committee, the Provost, and the parties.

e. The Provost, the parties, and the Hearing Committee, through its Chair, may, within 15 days of the date that the President's preliminary response was mailed, submit written comments to the President about his/her preliminary response.

f. Following the 15 day period for submitting written responses, the President will, within 15 days, issue a final report on the charges against the faculty member. Copies of the President's final report will be provided to the Chair of the Hearing Committee, the Provost, and the parties. If the Hearing Committee and the President both determine that there is cause for disciplinary action but not dismissal, the President's final

report will conclude the matter and the disciplinary action recommended by the President will be imposed.¹⁷

g. If either the Hearing Committee (by majority vote) or the President recommends dismissal, the President shall submit the following materials to the Board of Trustees: the final Hearing Committee report (along with any written comments), the preliminary response of the President, and the final report of the President. Any Trustee may have access to the complete record of the case.

h. The Office of the Provost shall provide notice to the parties of the date and time that the Board of Trustees is expected to take action on the matter.

i. After reviewing the relevant materials, the Board of Trustees may: (1) dismiss the faculty member for cause, (2) impose discipline other than dismissal, or (3) determine that cause has not been established and close the matter.

[Appendices I, II, III](#)

Footnote:

¹ Limitations of this Policy: (1) A faculty member who fails to return to the University within a reasonable time after a term break, sabbatical, or other leave of absence shall forfeit rights to further employment and shall be considered as having resigned; in such cases, the faculty Leaves of Absence policy shall be followed. (2) A tenure-system faculty member's material misrepresentation made to the University in obtaining employment shall be addressed by the Policy and Procedure for Rescission.

² This Policy also applies to the discipline and dismissal of untenured faculty appointed in the tenure system prior to the expiration of the term of appointment.

³ The term "incompetence" refers to professional incompetence, as defined in the Interpretation of the Term "Incompetence" by the University Committee on Faculty Tenure.

⁴ This would include violations of criminal or civil (e.g., anti-harassment or discrimination) laws that have a nexus with the faculty member's professional responsibilities.

⁵ For purposes of this Policy, "Dean" refers to separately reporting Directors as well.

⁶ For purposes of this Policy, "Associate Provost" refers to the Associate Provost and Associate Vice President for Academic Human Resources.

⁷ "Clear and convincing" means the standard of proof that is beyond a mere preponderance (i.e. more probable than not) but below that of "beyond a reasonable doubt." The "clear and convincing" standard would be met when those making the determination have a firm belief that the facts in issue have been established.

⁸ If the chair is not tenured, the chair may request that a tenured member of the personnel subcommittee fill this role.

⁹ Unless otherwise noted, references to "days" in this Policy refer to calendar days.

¹⁰ If the chair is not tenured, a tenured member of UCFA may fill this role at the request of the chair, the unit administrator, or the faculty member.

¹¹ The unit administrator shall consider the written statement of the faculty member and confer with the Dean and the Office of the Associate Provost, after providing copies of the faculty member's statement to both, before proceeding

with disciplinary action.

12 The faculty member retains the right to have an observer present.

13 The decision of the Provost as to whether the matter is serious enough to warrant initiation of dismissal for cause proceedings is not a determination regarding the merits of the charges against the faculty member and shall not be viewed as the Provost's agreement or disagreement with the charges against the faculty member.

14 The Provost shall not comment on any information contained in the confidential report of the Review Officer at any stage of the dismissal for cause proceedings unless that information is also contained in the record of those proceedings. The report will be maintained confidentially to the maximum extent permitted by law.

15 The "appellee" is the party of the original dispute who did not file the appeal.

16 When provided an opportunity to comment, the Provost and parties are expected to confine their comments to the record and not introduce new information. However, the Provost may comment on procedural or policy issues at any time.

17 Disciplinary action implemented under this Policy may not be challenged through the Faculty Grievance Procedure.

[**Appendices I, II, III**](#)

[**User's Guide: Discipline and Dismissal of Tenured Faculty for Cause Policy**](#)

[**Back to Faculty Handbook**](#)

©

Faculty Handbook

Discipline and Dismissal of Tenured Faculty for Cause (continued)

IV. ACADEMIC HUMAN RESOURCES POLICIES (Cont.)

Dismissal of Tenured Faculty for Cause Appendices

Appendix I

Procedure for Empaneling a Hearing Committee

1. The Chair of the UCFT, in consultation with the Office of the Provost, shall annually establish a three-person standing Hearing Committee. The members of the Hearing Committee will serve until their replacements are selected the following academic year. A list of three alternates will also be maintained in the event that a panel member is unavailable. The Office of the Provost will arrange training about academic personnel policies and the dismissal for cause process for the review panel and alternates.
2. Members of the Hearing Committee shall be tenured full professors who are currently serving as UCFT members or who have served on the UCFT within the last five academic years. Three alternates will also be selected in the event a conflict of interest or other exceptional circumstance precludes a member of the Hearing Committee from serving.
3. No member of a Hearing Committee may serve on a hearing involving a faculty member from the same college in which the hearing member is appointed.
4. During the meeting referenced in Section VII.B.2.a of the Policy, either party may challenge a member of the Hearing Committee on the grounds that the member has a conflict of interest. The standard the Chair of the UCFT shall follow in ruling on the challenge is whether, in light of the challenged person's knowledge of the case or personal or professional relationships with a party, the challenged person would be and be seen to be able to fairly and impartially hear the case and render a fair and impartial judgment. The Chair of the UCFT shall rule on any challenges.
5. After the selection of the Hearing Committee, the Hearing Committee shall elect its Chair from its membership. The Hearing Committee Chair shall be in charge of the hearing process from this point until the Hearing Committee has submitted its report and recommendations.
6. The University shall provide legal counsel for the Chair of the UCFT and for the Hearing Committee.

Appendix II

Procedure for the Hearing

The Chair of the Hearing Committee shall be in charge of the hearing.

1. Legal counsel for the Hearing Committee may be present at all hearings and deliberations.
2. Hearing sessions may be scheduled, at the discretion of the Chair, on any weekday; weekends during the hours 8:00 a.m.–10:00 p.m.; or, by unanimous consent of the parties and Hearing Committee members, on University holidays. Reasonable efforts shall be made to accommodate the scheduling requests of the parties and Hearing Committee members.
3. The hearing shall be conducted in an informal manner to the greatest extent possible. Formal rules of evidence do not apply.
4. The Chair of the Hearing Committee may, in his/her discretion, exclude evidence, including witness testimony, if the Chair determines that such evidence is not relevant to the charges at

issue.

5. The Chair of the Hearing Committee shall read the charges against the faculty member.
6. The Chair of the Hearing Committee shall request an initial statement summarizing the faculty member's responses, which may be presented by the faculty member or his/her advisor or legal counsel.
7. The charging party (or his/her representative, advisor, or legal counsel) shall present documents/testimony to support the charges. The faculty member and his/her advisor or legal counsel have the right to cross-examine all witnesses. The Hearing Committee will normally withhold questions until the cross-examination of the witness has been completed.
8. The faculty member (or his/her representative, advisor, or legal counsel) shall present documents/testimony to refute the charges. The charging party and his/her legal counsel have the right to cross-examine witnesses. The Hearing Committee will normally withhold questions until the cross-examination of the witness has been completed.
9. After the faculty member's witnesses have completed their testimony, including any cross-examination, the charging party may present rebuttal evidence. Rebuttal evidence shall be limited to new matters introduced in the faculty member's case. Surrebuttal evidence (limited to evidence rebutting the charging party's rebuttal evidence) shall also be allowed.
10. The charging party (or his/her representative, advisor, or legal counsel) shall present his/her closing argument.
11. The faculty member (or his/her representative, advisor, or legal counsel) shall present his/her closing argument.
12. The Hearing Committee shall deliberate to prepare its report and recommendations.

Appendix III

Procedures for Selecting Dismissal for Cause Review Officer

1. A panel of ten tenured faculty members shall be established from which one shall be selected by the Provost of the University to advise the Provost when a Dean proposes to initiate dismissal for cause proceedings against a faculty member under Section I of the Policy. The reviewer, called the Dismissal for Cause Review Officer, or the Review Officer, may not be from the same college as the faculty member against whom charges may be filed or the Dean filing the charges.
2. The panel shall be composed of tenured faculty members selected by the Provost in consultation with the Chairs of the UCFT and University Committee on Faculty Affairs. It is preferable for panel members to be tenured full professors who have (a) experience in chairing grievance panels, standing or ad hoc committees, (b) training or experience in grievances, arbitration, and/or mediation, or (c) legal training.
3. Panel members shall serve at the pleasure of the Provost, with vacancies filled in accordance with the procedure stated above.

[Back to Faculty Handbook](#)

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DISCIPLINE AND DISMISSAL OF TENURED FACULTY FOR CAUSE

Preamble

The University's commitment "to promote the welfare of mankind through teaching, research, and public service" is furthered by the intellectual integrity and professional honesty of faculty members mindful of their rights and responsibilities. Essential to sustaining an environment of mutual trust and respect is the need for impartial investigation of alleged violations of policies related to faculty conduct; due process; and, when necessary, disciplinary action up to and including dismissal for cause. Discipline, dismissal, or the threat of either action, may not be used to restrain faculty members in their exercise of academic freedom.

I. CONFIDENTIALITY

All proceedings and records with regard to disciplinary action or dismissal for cause proceedings shall be kept confidential to the degree permitted by the law. The Board of Trustees will decide on a case by case basis whether action taken by the Board pursuant to the dismissal portion of this Policy will identify the affected faculty member by name.

II. MAILING OF NOTICES UNDER THIS POLICY

In matters involving minor discipline, notices required by this Policy will be sent to the faculty member by email to the faculty member's msu.edu account, with a courtesy copy sent to the faculty member by first class mail to the address of record. Faculty member are responsible to regularly review the msu.edu email account for departmental and other University communications.

In matters involving serious discipline or dismissal, the faculty member shall be sent the notices required by this Policy by certified mail to his/her address of record filed with the University. However, if delivery by certified mail is not possible or if the faculty member refuses or waives delivery of certified mail, mailing notices to the faculty member at his/her address of record by first class mail will be considered sufficient. An email will also be sent to the faculty member's University email address notifying him/her of the fact that a notice required by this Policy has been sent by one of the methods described above.

III. PARTICIPATION OF ADVISORS, OBSERVERS, OR COUNSEL

Faculty members are entitled to bring an advisor or observer to any meeting regarding disciplinary action referenced in this policy. The advisor or observer must be a member of the University community (faculty, staff, or administrator), including *emeriti*. The advisor or observer may be present during the meeting, but will have no voice or formal role in the meeting. Unless otherwise specified in this Policy, faculty members are entitled to bring an advisor of their choice, including legal counsel, to any meeting or hearing conducted during dismissal for cause proceedings. During those proceedings, the advisor has voice and is granted full participation.

IV. GROUNDS FOR DISCIPLINE AND DISMISSAL¹

A faculty member² may be disciplined, or dismissed, for cause on grounds including but not limited to (1) intellectual dishonesty; (2) acts of discrimination, including harassment, prohibited by law or University policy; (3) acts of moral turpitude substantially related to the fitness of faculty members to engage in teaching, research, service/outreach and/or administration; (4) theft or misuse of University property; (5) incompetence;³ (6) refusal to perform reasonable assigned duties; (7) use of professional authority to exploit others; (8) violation of University policy substantially related to performance of faculty responsibilities; and (9) violation of law(s) substantially related to the fitness of faculty members to engage in teaching, research, service/outreach, and/or administration.⁴

V. TYPES OF DISCIPLINE

Disciplinary action is normally iterative and falls into two general categories: minor discipline and serious discipline. *Minor discipline* includes but is not limited to: verbal reprimand, written reprimand, mandatory training, foregoing salary increase, reassignment of duties, restitution, monitoring of behavior and performance, and/or reassignment of duties. *Serious discipline* includes suspension with or without pay or temporary or permanent reduction in appointment. A full suspension without pay may not exceed six months. In egregious cases of wrongdoing, or where attempts at discipline have not successfully remedied performance concerns, a faculty member may be *Dismissed* for cause.

In matters where the Dean⁵ and the Office of the Associate Provost⁶ concur that a faculty member's continued performance of faculty duties poses a significant risk of harm to persons or property, the faculty member may be relieved of duties and suspended with pay during the pendency of the review panel process.

¹ Limitations of this Policy: (1) A faculty member who fails to return to the University within a reasonable time after a term break, sabbatical, or other leave of absence shall forfeit rights to further employment and shall be considered to have resigned; in such cases, the faculty Leaves of Absence policy shall be followed. (2) A tenure-system faculty member's material misrepresentation made to the University in obtaining employment shall be addressed by the Policy and Procedure for Rescission.

² This Policy also applies to the discipline and dismissal of untenured faculty appointed in the tenure system prior to the expiration of the term of appointment.

³ The term "incompetence" refers to professional incompetence, as defined in the "Interpretation of the Term Incompetence" by the University Committee on Faculty Tenure.

⁴ This would include violations of criminal or civil (e.g., anti-harassment or discrimination) laws that have a nexus with the faculty member's professional responsibilities.

⁵ For purposes of this Policy, "Dean" refers to separately reporting Directors as well.

⁶ For purposes of this Policy, "Associate Provost" refers to the Associate Provost and Associate Vice President for Academic Human Resources.

In all faculty discipline, the University bears the burden of proof that adequate cause exists; it will be satisfied only by clear and convincing evidence unless a different standard is required by law.⁷ The faculty member's record should be considered as a whole when contemplating imposition of disciplinary action.

In cases of both minor and serious discipline (1) faculty members retain the right to grieve disciplinary actions that have been implemented under the regular terms of the Faculty Grievance Procedure; and (2) the faculty member may submit a letter of exception to the imposition of discipline, disputing the grounds for the unit administrator's decision, to be included in the faculty member's personnel file.

VI. PROCESS TO INITIATE MINOR OR SERIOUS DISCIPLINE

A. MINOR DISCIPLINE

Where the unit administrator seeks to impose minor disciplinary action, the unit administrator shall first meet with the faculty member to discuss the administrator's concern and the potential for discipline. The administrator will notify the faculty member during that meeting of the right and opportunity to request a consultation with the department/school faculty advisory committee, its chair, or the chair of the University Committee on Faculty Affairs (UCFA) personnel subcommittee⁸ before the administrator proceeds with any disciplinary action. The purpose of such informal consultation is to reconcile disputes early and informally, when that is appropriate, by clarifying the issues involved, resolving misunderstandings, considering alternatives, and noting applicable bylaws.

The unit administrator and faculty member, if requested by the faculty member, will consult with the department/school faculty advisory committee, its chair, or with the chair of the UCFA personnel subcommittee promptly to discuss the administrator's concern and the potential for discipline.

Should the unit administrator still wish to proceed with disciplinary action after that consultation, the administrator must consult with the Dean and the Office of the Associate Provost to discuss the proposed disciplinary action. If the proposed discipline is authorized by those offices, the unit administrator shall provide the faculty member with written notice of the cause for disciplinary action in sufficient detail for the faculty member to address the specifics of the charges, and an opportunity to respond in writing within seven (7) days⁹ of receipt of the unit administrator's written notice, prior to the imposition of any disciplinary action. The written response, if any, will be provided to the Dean and the Office of the Associate Provost for further comment.

⁷ "Clear and convincing" means the standard of proof that is beyond a mere preponderance (i.e., more probable than not) but below that of "beyond a reasonable doubt." The "clear and convincing" standard would be met when those making the determination have a firm belief that the facts in issue have been established.

⁸ If the chair is not tenured, the chair may request that a tenured member of the personnel subcommittee fill this role.

⁹ Unless otherwise noted, references to "days" in this Policy refer to calendar days.

The unit administrator, after considering the written response and further comments, if any, shall make a decision regarding the disciplinary action and notify the faculty member in writing. The discipline will then take effect.

B. SERIOUS DISCIPLINE

Where the unit administrator seeks to impose serious disciplinary action, the unit administrator shall first meet with the faculty member to discuss the administrator's concern and the potential for discipline. Because early and informal resolution of serious disciplinary issues is in the interest of the University, the unit, and the faculty member, the unit administrator and faculty member are encouraged to meet with the chair of the UCFA¹⁰ to discuss the matter.

If that meeting does not resolve the issue, the unit administrator shall consult with the Dean and the Office of the Associate Provost to discuss the proposed disciplinary action. If the proposed discipline is authorized by those offices, the unit administrator shall provide the faculty member with written notice of the proposed disciplinary action in sufficient detail for the faculty member to address the specifics of the charges.

The faculty member shall have seven (7) days after receiving the notice of proposed disciplinary action to (1) file a written statement with the unit administrator regarding the proposed discipline,¹¹ or (2) request a meeting with a disciplinary review panel of the UCFA. A request to meet with the review panel should be made to the unit administrator, who will forward it promptly to the Chair of the UCFA. If the faculty member does not submit a written response or request a meeting with the disciplinary review panel within the seven-day period, the discipline will take effect.

1. Review Panel Selection and Composition

The Chair of the UCFA, in consultation with the Office of the Provost, shall annually establish a three-person review panel made up of current members of the UCFA to meet with unit administrators and faculty members regarding potential serious disciplinary action. The members of the review panel will serve until their replacements are selected the following academic year. A list of three alternates will also be maintained in the event that a panel member is unavailable. The Office of the Provost will arrange training about academic personnel actions and policies for the review panel and alternates.

2. Meeting with the Review Panel

Upon receipt of a request to meet, the Chair of the UCFA will schedule a meeting with the unit

¹⁰ If the chair is not tenured, a tenured member of UCFA may fill this role at the request of the chair, the unit administrator, or the faculty member.

¹¹ The unit administrator shall consider the written statement of the faculty member and confer with the Dean and the Office of the Associate Provost, after providing copies of the faculty member's statement to both, before proceeding with disciplinary action.

administrator, faculty member, and disciplinary review panel. That meeting will take place no later than the second regularly scheduled meeting after the request is received, but not to exceed 21 days during those periods when the UCFA is not regularly meeting. Except in unusual circumstances, meetings of the disciplinary review panel will take place before, during, or after the regularly scheduled meeting time of the UCFA and both the unit administrator and the faculty member will be expected to adjust their schedules to attend the meeting. If either party cannot personally attend for good cause, as determined by the Chair of UCFA, that individual may participate through alternate communication methods (e.g., telephone, video conference) or send a representative to the meeting.

No member of the review panel shall participate in a meeting involving a faculty member from the same college in which the panel member is appointed. The faculty member may also request that any member of the panel recuse himself/herself if a conflict of interest exists. If the panel member refuses to recuse himself/herself, the Chair of the UCFA will determine whether, in light of the challenged person's knowledge of the case or personal or professional relationships with a party, the challenged person would be able to participate fairly and impartially in the meeting and make a fair and impartial recommendation.

3. Recommendation of the Review Panel

Following its meeting, the review panel will provide its recommendation to the unit administrator, with a copy to the faculty member, within seven (7) days about whether the proposed serious discipline should be imposed, lesser discipline should be substituted, or no discipline should be imposed. The recommendation is not binding on the unit administrator but shall be given all due consideration. If the unit administrator does not take the advice of the review panel, he/she will provide a detailed reply to its recommendation for consideration and possible amendment by the panel within seven (7) days, copying the faculty member. If the panel decides to amend its original recommendation, it must do so within seven (7) days, copying the faculty member. This documentation will form a part of the permanent record of the discipline process.

4. Imposition of Disciplinary Action

After receiving the response (and amendment, if any), the unit administrator shall make a decision regarding the disciplinary action and notify the faculty member in writing. If the review panel recommended against imposition of serious discipline, or recommended lesser discipline, the unit administrator must meet with the Dean and the Office of the Associate Provost before proceeding with disciplinary action.

VII. DISMISSAL FOR CAUSE PROCESS

A. INFORMAL RESOLUTION/PRELIMINARY CONFERENCE STAGE

1. Dismissal for Cause Review Officer's Recommendation

A Dean ("charging party") proposing to initiate dismissal for cause proceedings against a faculty

member must file a written request with the Provost that provides the reasons for considering dismissal in sufficient detail for the faculty member to address the specifics of the charges, if necessary, and includes copies of all relevant documentation, including copies of any past disciplinary action or warnings to the faculty member that his/her conduct might lead to dismissal.

Upon receipt of such a request, the Provost shall notify the faculty member of the request and ask the Dismissal for Cause Review Officer (see Appendix III) to review the matter and to provide a confidential report and recommendation to the Provost as to whether dismissal for cause proceedings should be initiated.

The review process is intended to provide an opportunity for informal resolution of the matter. Accordingly, meetings between the faculty member and the Review Officer and between the faculty member and the Provost during the review process are informal, confidential, and will proceed without counsel present.¹² At any stage during the review process, the faculty member may elect to forgo meeting or talking with the Review Officer or the Provost.

The Review Officer shall review the reasons for considering dismissal and the evidence in support of dismissal with the charging party. The Review Officer shall also talk with the charging party, faculty member, and the faculty member's department chair or school director, prior to making a recommendation to the Provost.

In reaching his/her recommendation, the Review Officer should consider what steps have been taken to achieve informal resolution of the matter; whether, in cases involving a pattern of conduct, the faculty member had any warning that the conduct might lead to dismissal; and whether any measures might be taken to resolve the matter short of instituting dismissal for cause proceedings. The Review Officer's report and recommendation should be forwarded to the Provost within thirty (30) days of the Review Officer's selection by the President, unless an extension of time is approved by the Provost.

2. Determination by the Provost

The Provost shall review the report and recommendation of the Review Officer and determine whether the matter is of sufficient seriousness to warrant the initiation of dismissal for cause proceedings.¹³ In reaching his/her decision, the Provost may discuss the matter with the Review Officer, charging party, and/or faculty member. The confidential report and recommendation of the Review Officer is advisory to the Provost¹⁴ and shall not be available to either party or become part of the record if dismissal for cause proceedings are instituted.

¹² The faculty member retains the right to have an observer present.

¹³ The decision of the Provost as to whether the matter is serious enough to warrant initiation of dismissal for cause proceedings is not a determination regarding the merits of the charges against the faculty member and shall not be viewed as the Provost's agreement or disagreement with the charges against the faculty member.

¹⁴ The Provost shall not comment on any information contained in the confidential report of the Review Officer at any stage of the dismissal for cause proceedings unless that information is also contained in the record of those proceedings. The report will be kept confidential to the maximum extent permitted by law.

3. Conference with the Faculty Member

If the Provost determines that dismissal for cause proceedings are warranted, he/she shall notify the faculty member and the charging party (the “parties”) of that decision in writing, providing a copy of all documentation provided by the dean to the Review Officer, and offer the faculty member an opportunity for a personal meeting. No formal charges shall be filed until 30 days after this notification; a further extension of time may be approved by the Provost. The matter may be resolved informally during this time, including by the faculty member’s resignation. If the faculty member is not available for a personal meeting during the 30-day period, the Provost may communicate with the faculty member electronically or by correspondence that provides the faculty member with a reasonable opportunity to confer informally with the Provost.

B. INITIATION OF FORMAL PROCEEDINGS

If the Provost determines that the matter is serious enough to warrant initiation of dismissal for cause proceedings, the Provost shall provide written notice of that determination to the President, along with a recommendation as to whether the faculty member should be relieved from some or all of his/her duties during the dismissal for cause proceedings. The parties should receive a copy of this notice. If the President decides to relieve the faculty member from all of his/her duties, the faculty member shall be placed on a leave of absence (with or without pay at the discretion of the President) ~~with pay~~ during the pendency of the dismissal for cause proceedings.¹⁵

Following written notification by the Provost to the President, the charging party may initiate dismissal for cause proceedings against a faculty member by filing written charges with the President and Chair of the University Committee on Faculty Tenure (UCFT). The charges must contain: (1) the allegations; (2) the names of the witnesses, insofar as then known, who will testify in support of the allegations; and (3) the nature of the testimony likely to be presented by each of these witnesses.

Once written charges have been filed with the President and Chair of UCFT, a faculty member may not obtain official retiree status from the University during the pendency of the dismissal for cause proceedings. A faculty member who is dismissed for cause at the conclusion of this process is not eligible for official retiree status or emeritus status.¹⁶

The Chair of the UCFT shall promptly send a copy of the written charges to the faculty member.

1. Meetings between the Presiding Officer and the Parties

¹⁵ If the Hearing Committee determines there is no cause for dismissal, the faculty member shall receive back pay for the period of time during which the faculty member was on an unpaid leave of absence.

¹⁶ The term “official retiree status” refers to the minimum retirement requirements as listed in the Retiring from the University Policy and the applicable university contribution to retiree health care and dental coverage as listed in the Retiree Benefits Policy, and does not include a faculty member’s 403(b) Base Retirement Program account balance.

As soon as practicable following the filing of formal charges, the Chair of the UCFT shall meet with the parties. The purposes of such meetings include:

- a. Challenges to any members of the Hearing Committee for conflict of interest (see Appendix I).
- b. Exchange of documents and witness lists between the parties.
- c. Stipulations by the parties on any relevant matters of fact. Any stipulation shall be reduced to writing and signed by both parties and the Presiding Officer.
- d. Rulings by the Presiding Officer on any proposed revisions to the charges that might be offered or requested.

The Chair of the UCFT may ask legal counsel to attend these meetings. The Chair of the UCFT shall arrange that recordings of these meetings are made and included in the complete case record. These meetings will take place during regularly scheduled meeting times for the UCFT and the relevant administrator and faculty member will be expected to adjust their schedules to attend.

2. The Hearing

- a. Service on the Hearing Committee shall be a high priority University responsibility for the duration of the hearing. Accordingly, administrators of units shall take all reasonable measures to reduce the Hearing Committee members' other responsibilities. Unit administrators are encouraged to provide additional support (such as graders and graduate assistants) to Hearing Committee members for the duration of their service.
- b. The Secretary for Academic Governance shall make available to the Chair of the Hearing Committee any necessary secretarial and clerical assistance.
- c. Legal counsel to the Hearing Committee shall arrange for a full stenographic record to be made of the hearing. If any party requests additional copies of the record or an expedited copy of the record, the additional costs of that request shall be paid by the requesting party.
- d. The Chair of the Hearing Committee shall request the presence of any witness or the delivery of any University document germane to the hearing. University administrators are expected to cooperate with such requests.
- e. The Chair of the Hearing Committee shall schedule the hearing within a reasonable time (usually not to exceed 21 days) after the faculty member is provided notice of the charges against him/her, due consideration being given to the faculty member's opportunity for the preparation of a defense.
- f. The hearing shall be closed, except that the Hearing Committee may consider a request from the faculty member to open the hearing. If such a request is made, the Hearing Committee shall hear the views of both parties on the question and shall determine whether the hearing sessions are to be open or closed. Regardless of the faculty member's

request, the Chair of the Hearing Committee may, in the interest of orderly and equitable proceedings, rule that a given session or portion of a session be closed. Sessions or portions of sessions that will involve student testimony or testimony that includes personally identifiable student information must be closed. Sessions that will involve non-student witness testimony may also be closed at the discretion of the Chair of the Hearing Committee.

- g. The Chair of the Hearing Committee shall conduct the hearing in accordance with the procedures stipulated in Appendix II.
- h. The charging party or his/her representative shall be present at all sessions of the Hearing Committee at which evidence is presented or arguments are heard, and may (1) present evidence, (2) call, examine, and cross-examine witnesses, and (3) examine all documentary evidence received by the Hearing Committee. The charging party's advisor or legal counsel (if any) may also be present at the request of the charging party.
- i. The faculty member and/or his/her representative may be present at all sessions of the Hearing Committee at which evidence is presented or arguments are heard, and may (1) present evidence, (2) call, examine, and cross-examine witnesses, and (3) examine all documentary evidence received by the Hearing Committee. The faculty member's advisor or legal counsel (if any) may also be present at the request of the faculty member. If the faculty member cannot be present at a hearing session due to circumstances beyond the faculty member's control, the Chair may grant permission for the faculty member to participate through alternate communication methods, reschedule the hearing session, or choose to conduct the hearing session in the absence of the faculty member.
- j. If the faculty member chooses not to be present, the Chair shall conduct the hearing sessions in the absence of the faculty member.
- k. The Provost (or his/her designee) shall be available to the Hearing Committee to provide guidance on policy or procedural questions. In the event that a policy or procedural question is at issue in the dismissal for cause proceedings, the Provost may choose to file a position statement with the Hearing Committee regarding the policy or procedural issue. In those cases, the Provost (or his/her designee) will not serve in an advisory capacity to the Hearing Committee regarding policy or procedural questions.
- l. Except as provided below, only those members of the Hearing Committee who have been present at all sessions in which evidence has been presented or arguments have been heard shall have the right to vote. An exception to this attendance requirement shall be made by the Chair of the Hearing Committee for a member who has missed, for good cause, no more than one session and who has informed the Chair in writing that he/she has read the official transcript of that session. This attendance requirement may also be waived by unanimous consent of both parties.
- m. Within a reasonable time following final arguments (usually not to exceed 14 days), the members of the Hearing Committee will vote to determine whether cause has been

established. If they determine that cause has been established, they shall recommend either dismissal or other disciplinary action(s). If a majority of the Hearing Committee determines that cause has not been established, the matter is closed.

3. Processing the Record and Rendering Judgment

a. Hearing Committee Report.

1. Within 30 days following the final arguments, the Hearing Committee shall submit its written report to the parties. If additional time is needed, the Chair of the Hearing Committee shall request an extension of time from the Chair of the UCFT.
2. The Hearing Committee report must include an explanation of its determination as to whether cause has been established. If the Hearing Committee determines that cause has been established, the report must also include an explanation of its recommendation for either dismissal or some other disciplinary action(s). A report which recommends dismissal for cause or other discipline must state that at least one of the charges made against the faculty member has been proven by clear and convincing evidence.
3. Subject to subsection 4 below, all members of the Hearing Committee shall sign the report attesting that they have read it and that it constitutes the findings and recommendations of a majority of the Hearing Committee.
4. Any member(s) of the Hearing Committee may file and sign a minority report, which shall become part of the Hearing Committee report.

b. Appeals.

1. Grounds for appeal are limited to whether the Hearing Committee committed a prejudicial violation of the required procedures (see Appendix II) during the hearing process.
2. Either party may appeal the decision of the Hearing Committee to the then-current members of the UCFT, excluding the Presiding Officer and any members of the UCFT who served on the Hearing Committee. The remaining UCFT members shall constitute an appellate body (“the Appeal Panel”) and shall select a Chair by majority vote.
3. A party wishing to appeal (“appellant”) must submit a written appeal to the Chair of UCFT within 15 days after the date that the Hearing Committee report was mailed. The Chair of UCFT will transmit the appeal and a copy of the Hearing Committee report to the Appeal Panel and the appellee.¹⁷
4. The appeal must be in writing and must specify the claimed procedural violation(s)

¹⁷ The “appellee” is the party to the original dispute who did not file the appeal.

on which the appeal is based.

5. The appellee may submit a written response to the appeal. The response must be sent to the Chair of the UCFT and the appellant no later than 15 days after the date the appeal was mailed to the appellee.
 6. The Appeal Panel will convene to decide the appeal. The Appeal Panel will usually decide the appeal based on the written materials presented and in the absence of the parties. If necessary, the Appeal Panel may request that both parties present oral argument and/or respond to questions regarding the appeal. The Appeal Panel may impose reasonable limits on the time allotted for oral arguments.
 7. The Appeal Panel shall render a decision on the appeal within ten days of receiving all arguments. A decision will be made by a simple majority vote. In rendering a decision, the Appeal Panel may not amend the findings or the recommendations of the Hearing Committee. The Appeal Panel may reach one of the following determinations:
 - i. No violation found. The Hearing Committee did not commit a prejudicial violation of the required procedures during the hearing process.
 - ii. Harmless Error. Although a violation of the procedures occurred, it did not materially harm the appellant's ability to present his/her case fully.
 - iii. Rehearing. The Hearing Committee committed a prejudicial violation of the procedures during the hearing process which can and should be corrected by the original Hearing Committee.
 - iv. Rehearing/New Hearing Committee. The Hearing Committee committed a prejudicial violation of the procedures during the hearing process which has tainted the hearing to an extent that correction by the original Hearing Committee is impossible. A new Hearing Committee must be established to rehear the case.
- c. Final Hearing Committee Report.
1. After appeals and rehearings, if any, are concluded, the Hearing Committee's report shall be considered final and shall be sent to the President, the Provost, and the parties.
 2. A copy of the complete transcript of the hearing shall be sent to the faculty member.
 3. The Chair of the Hearing Committee shall file the complete record of the case with the Office of the Provost. The complete record shall contain: (i) the final Hearing Committee report, (ii) any Appeal Panel decision, (iii) meeting minutes, (iv) the record required by part 11 of Appendix I, and (v) the transcript of the hearing. The

- complete record shall be held for review in the Provost's Office and shall be available to the President, the Provost, the Board of Trustees, and the parties, for their review, in a place designated by the Provost.
4. If the Hearing Committee finds cause, the Provost and the parties may, within 15 days of the date of the mailing of the Hearing Committee's report, review the record and file written comments with the Chair of the Hearing Committee and the President.¹⁸
 - d. The President, within 15 days of the date of receipt, unless an extension of time has been granted by the Chair of the Hearing Committee, will review the Hearing Committee's report and provide his/her preliminary response in writing, accompanied by supporting rationale, to the Chair of the Hearing Committee, the Provost, and the parties.
 - e. The Provost, the parties, and the Hearing Committee, through its Chair, may, within 15 days of the date that the President's preliminary response was mailed, submit written comments to the President about his/her preliminary response.
 - f. Following the 15 day period for submitting written responses, the President will, within 15 days, issue a final report on the charges against the faculty member. Copies of the President's final report will be provided to the Chair of the Hearing Committee, the Provost, and the parties. If the Hearing Committee and the President both determine that there is cause for disciplinary action but not dismissal, the President's final report will conclude the matter and the disciplinary action recommended by the President will be imposed.¹⁹
 - g. If either the Hearing Committee (by majority vote) or the President recommends dismissal, the President shall submit the following materials to the Board of Trustees: the final Hearing Committee report (along with any written comments), the preliminary response of the President, and the final report of the President. Any Trustee may have access to the complete record of the case.
 - h. The Office of the Provost shall provide notice to the parties of the date and time that the Board of Trustees is expected to take action on the matter.
 - i. After reviewing the relevant materials, the Board of Trustees may: (1) dismiss the faculty member for cause, (2) impose discipline other than dismissal, or (3) determine that cause has not been established and close the matter.

VIII. POLICY HISTORY

¹⁸ When provided an opportunity to comment, the Provost and parties are expected to confine their comments to the record and not introduce new information. However, the Provost may comment on procedural or policy issues at any time.

¹⁹ Disciplinary action implemented under this Policy may not be challenged through the Faculty Grievance Procedure.

This policy was approved by the Board of Trustees on December 18, 2015, with an effective date of January 1, 2016. It replaces the Policy and Procedure for Implementing Disciplinary Action Where Dismissal is Not Sought²⁰ and the Dismissal of Tenured Faculty for Cause policy.²¹

²⁰ Approved by the Board of Trustees on June 11, 1993.

²¹ Approved by the Board of Trustees on March 16, 1967 and revised on May 5, 2006.

Appendix I The Hearing Committee

1. The Chair of the UCFT, in consultation with the Office of the Provost, shall ~~annually~~ establish a three-person ~~standing~~ Hearing Committee. The members of the Hearing Committee will serve ~~throughout the duration of the hearing and any appeal processes, if applicable until their replacements are selected the following academic year~~. A list of three alternates will also be maintained in the event that a panel member is unavailable. The Office of the Provost will arrange training about academic personnel policies and the dismissal for cause process for the review panel and alternates.
2. Members of the Hearing Committee shall be tenured full professors who are currently serving as UCFT members or who have served on the UCFT within the last five academic years. Three alternates will also be selected in the event a conflict of interest or other exceptional circumstance precludes a member of the Hearing Committee from serving.
3. No member of a Hearing Committee may serve on a hearing involving a faculty member from the same college in which the hearing member is appointed.
4. During the meeting referenced in Section VII.B.12.a of the Policy, either party may challenge a member of the Hearing Committee on the grounds that the member has a conflict of interest. The standard the Chair of the UCFT shall follow in ruling on the challenge is whether, in light of the challenged person's knowledge of the case or personal or professional relationships with a party, the challenged person would be and be seen to be able to hear the case fairly and impartially and render a fair and impartial judgment. The Chair of the UCFT shall rule on any challenges.
5. After the selection of the Hearing Committee, the Hearing Committee shall elect its Chair from its membership. The Hearing Committee Chair shall be in charge of the hearing process from this point until the Hearing Committee has submitted its report and recommendations.
6. The University shall provide legal counsel for the Chair of the UCFT and for the Hearing Committee.

Appendix II

Procedure for the Hearing

The Chair of the Hearing Committee shall be in charge of the hearing.

1. Legal counsel for the Hearing Committee may be present at all hearings and deliberations.
2. Hearing sessions may be scheduled, at the discretion of the Chair, on any weekday; weekends during the hours 8:00 a.m.–10:00 p.m.; or, by unanimous consent of the parties and Hearing Committee members, on University holidays. Reasonable efforts shall be made to accommodate the scheduling requests of the parties and Hearing Committee members.
3. The hearing shall be conducted in an informal manner to the greatest extent possible. Formal rules of evidence do not apply.
4. The Chair of the Hearing Committee may, in his/her discretion, exclude evidence, including witness testimony, if the Chair determines that such evidence is not relevant to the charges at issue.
5. The Chair of the Hearing Committee shall read the charges against the faculty member.
6. The Chair of the Hearing Committee shall request an initial statement summarizing the faculty member's responses, which may be presented by the faculty member or his/her advisor or legal counsel.
7. The charging party (or his/her representative, advisor, or legal counsel) shall present documents/testimony to support the charges. The faculty member and his/her advisor or legal counsel have the right to cross-examine all witnesses. The Hearing Committee will normally withhold questions until the cross-examination of the witness has been completed.
8. The faculty member (or his/her representative, advisor, or legal counsel) shall present documents/testimony to refute the charges. The charging party and his/her legal counsel have the right to cross-examine witnesses. The Hearing Committee will normally withhold questions until the cross-examination of the witness has been completed.
9. After the faculty member's witnesses have completed their testimony, including any cross-examination, the charging party may present rebuttal evidence. Rebuttal evidence shall be limited to new matters introduced in the faculty member's case. Surrebuttal evidence (limited to evidence rebutting the charging party's rebuttal evidence) shall also be allowed.
10. The charging party (or his/her representative, advisor, or legal counsel) shall present his/her closing argument.
11. The faculty member (or his/her representative, advisor, or legal counsel) shall present his/her closing argument.

12. The Hearing Committee shall deliberate to prepare its report and recommendations.

Appendix III

Procedures for Selecting Dismissal for Cause Review Officer

1. A panel of ten tenured faculty members shall be established from which one shall be selected by the Provost of the University to advise the Provost when a Dean proposes to initiate dismissal for cause proceedings against a faculty member under Section I of the Policy. The reviewer, called the Dismissal for Cause Review Officer, or the Review Officer, may not be from the same college as the faculty member against whom charges may be filed or the Dean filing the charges.
2. The panel shall be composed of tenured faculty members selected by the Provost in consultation with the Chairs of the UCFT and UCFA. It is preferable for panel members to be tenured full professors who have (a) experience in chairing grievance panels, standing or ad hoc committees, (b) training or experience in grievances, arbitration, and/or mediation, or (c) legal training.
3. Panel members shall serve at the pleasure of the Provost, with vacancies filled in accordance with the procedure stated above.

MSU Ideas

Faculty Senate meeting
April 16, 2019

Purpose of Presentation

- **Marketing & Communication**
 - Large decentralized institution – road shows, share, target faculty specifically
- **Overview**
 - Insight into the portal / how it works
 - Synopsis of challenges created and ideas posted
 - Process and framework
- **Action requests**
 - Invitation to participate - login and set up profile
 - Share and market to colleagues
 - Follow threads, subscribe, vote, comment!
 - Think about new challenges/ways to utilize the portal within dept/college

MSU Ideas Overview

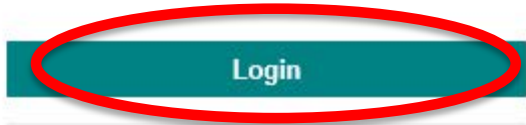
- **Purpose** = solicit feedback and ideas from faculty/staff
- Crowdsourced/idea management tool (Crowdcity.com)
- Accessible to ~19k faculty, staff, on-call/temp
- Connected to employee profile/net id in EBS
- 12 current challenges – arts strategy, employee engagement, cost savings, policies/procedures, MLK activities, sustainability stories, academic & parent orientation, policy/ procedure, mobility, energy use, HR, and ITS
- Review/evaluation process
 - Ambassadors assigned to review/evaluate
 - Responses/feedback posted
 - Submitted to steering committee and Provost/EVPA as FYI

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- 2 The posting contains information or opinions that could potentially violate the privacy of other individuals.
- 3 The posting contains language that is obscene, derogatory, discriminatory, or other language that an average person might consider offensive.
- 4 The posting is abusive or singles out individuals or groups for the purpose of embarrassing, intimidating, or harassing them.
- 5 The posting is trying to promote or sell services, ideas or products, or gather information.
- 6 Users who are not employed as MSU faculty or staff or users who consistently violate these guidelines may be removed from the group.

3

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United States

TIME_ZONE*
(UTC-04:00) America/Ne

LANGUAGE
English (GB)


* required field **Next**

4

Welcome, Christine - USER Carter

Let's work on your profile

BIO

SKILLS AND EXPERTISE 
No tags selected

Bio / Skills Optional

Go back **Next**

5

Welcome, Christine - USER Carter

Let's work on your profile

MSU DEPARTMENT/UNIT/COLLEGE
EVP ADMINISTRATIVE SERVICES

FACULTY / STAFF
staff

MSU TITLE
Chief of Staff

MSU EMAIL
carterc5@msu.edu

MSU PHONE
517-432-2753

* required field **Go back** **Save**

Title/Dept/Contact info populated by MSU EBS data

Home Page

Welcome to the MSU Ideas Home Page

MSU Ideas is about innovation and empowering our employees to help us do things better, quicker, and more cost-effective.



Find out more by watching this video!



Topics/Challenges

Home **Share your Ideas** Getting Started Help/FAQ's Activity Blog Post

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MSU Ideas is about innovation and empowering our employees to help us do things better, quicker, and more cost-effective.

Share your ideas!



Getting Started



Help/FAQs



Who's who



MSU Arts Strategy

Contribute ideas to MSU's emerging arts strategy! A few guiding questions to help as you contribute ideas: How can the arts be integrated

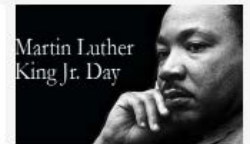
4 17 3 16



MSU Human Resources

How can MSU Human Resources improve service delivery and contribute to student success? MBU Human Resources is seeking

Join In



Martin Luther King Jr. Day

MLK Day 2019 - Celebration ideas

What ideas do you have that could contribute to the MLK celebrations being planned for 2019? 1/16/19 update: Check out the calendar of events

4 29 15 27



Making IT Happen

Improving Through MSU IT

What can Information Technology do to improve the faculty, researcher, staff, and student experience? Whether it's utilizing new

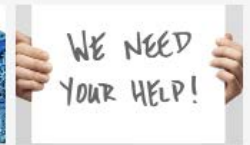
20 108 37 62



Sharing the Knowledge

What is something you or your unit is doing that everyone at MSU could benefit from? Share below! Please share below and vote up the

5 76 19 65



Calling all Ambassadors & new Challenge Ideas!

Volunteer to be an ambassador of the portal and suggest future challenges/topics to pose to MSU Faculty and Staff! Existing challenges focus on

8 18 21 39



Policy Procedure

Policy/Procedure

What policy or process would you like changed or improved at MSU and why? We welcome your input and ideas to help MSU be more effective in

23 214 35 119



COST

Cost Saving Measures

What cost saving measures should MSU implement or explore? We welcome your input and ideas to help explore innovative ideas

17 309 52 190



Sustainability Stories

What stories and examples can you share that highlight positive actions toward Sustainability? MSU has been achieving many milestones

8 37 13 27



Employee Engagement

What ideas do you have to best engage employees? Engagement is defined broadly to mean anything from events and activities to ways

20 232 61 110



Campus Mobility

What thoughts, feedback, and reactions do you have related to MSU mobility and/or the mobility report? The MSU Mobility teams have been

33 316 74 115





















Energy Use & Conservation

What new and innovative thoughts do you have regarding energy use and conservation here at MSU? In 2012, the MSU Board of Trustees







24 196 42 97

Activity Page

Activity

 Nicholas Oas has voted on "Web Proxy for Servers to Increase Security" 1 day ago	 Nicholas Oas has voted on "Web Proxy for Servers to Increase Security" 1 day ago	 Suzanne Reed has voted on "Concert Auditorium as a new venue for 21st art" 2 days ago
 Selina Vasquez has voted on "Spartans Work 32!" 3 days ago	 Hiran Jayasekara has voted on "IncentaHealth" 3 days ago	 Hiran Jayasekara has voted on "Spartans Work 32!" 3 days ago
 Amber Lynne Waldburger has voted on "Concert Auditorium as a new venue for 21st art" 3 days ago	 Lydia Marie Thornton Tang has voted on "Concert Auditorium as a new venue for 21st art" 3 days ago	 Deric W McNish has voted on "Concert Auditorium as a new venue for 21st art" 3 days ago
 Deric W McNish commented on "Concert Auditorium as a new venue for 21st art" 3 days ago	 Cynthia Jackson-Elmoore has voted on "Close campus the week of Christmas" 3 days ago	 Ken Desloover has voted on "Art is Fuel; Art is Connection" 4 days ago
 Ken Desloover has voted on "Concert Auditorium as a new venue for 21st art" 4 days ago	 Ken Desloover has voted on "Concert Auditorium as a new venue for 21st art" 4 days ago	 Alan Beretta has voted on "Valuing the Jolt" 5 days ago
 Opal Ellen Leeman Bartzis posted the idea "Valuing the Jolt" in MSU Arts Strategy 5 days ago	 Felix Kronenberg commented on "Space" 5 days ago	 Amber Lynne Waldburger has subscribed to the idea "Concert Auditorium as a new venue for 21st art"

Leaderboard Newbies

1		Christine Carter	1130	2		Ben O'Brien	934
3		Steven Shablin	686	4		Lori Alden Holuta	610
5		Wolfgang W Bauer	413	6		Timothy B Potter	391

Latest Top voted Random Most discussed

1 POINT	Valuing the Jolt Posted In "MSU Arts Strategy"	0 POINTS	Diversity: How Serious are We? Posted In "MSU Human Resources"
7 POINTS	Concert Auditorium as a new venue for 21st art Posted In "MSU Arts Strategy"	1 POINT	Petition to make Grand River Ave not a "highway" Posted In "Campus Mobility"
0 POINTS	Helmet culture Posted In "Campus Mobility"	-1 POINTS	Sparty be inclusive Posted In "Calling all Ambassadors & new"

Specific Challenge



Subscribe to get notifications by email

of ideas, likes, comments, people engaged

MSU Arts Strategy



Contribute ideas to MSU's emerging arts strategy!

overall description expectations outlined

A few guiding questions to help as you contribute ideas:

- How can the arts be integrated into students' educational experiences?
- How can the arts help to strengthen a sense of community and belonging on MSU's campus?
- How can MSU elevate and connect its arts assets?
- How can MSU learn from other universities which have attempted to mount strategic initiatives in the arts?
- What signature projects could highlight MSU's commitment to making arts central to university life?
- What kind of engagement can you envision with public art on campus?

Arts Strategy Mission: MSUArts is moving creativity to the center of university life by integrating the arts into our educational experience, our research activities, and the physical environment of our campus.

Arts Strategy Vision: MSUArts is guided by the belief that the arts are essential to nurturing a campus community that is adaptable, inclusive, collaborative, globally-minded, and transformative. Integrating the arts into MSU's historical land-grant mission will lead to innovative practices of discovering, connecting, exploring, and remembering.

In 2018, MSU began to design a university-wide arts strategy that would create new opportunities to integrate the arts into campus life. Arts consultants András Szántó LLC conducted interviews with campus and external stakeholders, as well as with national peers, to help inform our conversations. On February 22, 2019, the consultants presented their background research and the guiding values and framework that emerged from those conversations. Their presentation can be found here: <http://publicart.msu.edu/docs/ArtStrategy2.22.19.pdf>

Help to generate ideas that fall under the 3 pillars of the arts strategy described in the presentation. You can also participate in one of the in-person feedback sessions scheduled at the Hub for Innovation in Learning and Technology (D101 Wells): March 29, 3-4:30 p.m.; April 5, 9-10:30 a.m.; April 19, 1-2:30 p.m.

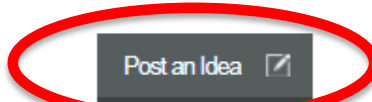
Expectations: The challenge will run through Monday, May 6, 2019. After that date, the arts strategy planning committee will review ideas as they plan the first phase of the strategy. Planning committee members include: Prabu David (CAS), Steve Esquith (RCAH), Jim Forger (Music), Jeff Grabill (HUB), Chris Long (CAL), Judith Stoddart (Provost's Office)

OWNERS & MODERATORS

	Christine Carter Admin		Christopher Long User		James User
	Jeffrey T Grabill User		Judith Ann Stoddart User		Stepher User

Click 'more' to see who oversees the content

More >



Click to post your own idea

Submitting a Post



MSU Arts Strategy

MSU Arts Strategy

Contribute ideas to MSU's emerging arts strategy!

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Post an Idea

Would you like to upload an image?

If you want your idea to stand out, why not add a relevant image to your post?

Drag & Drop or manually attach an image

Attach Image

Image (optional)

Give your brilliant idea a catchy title*

Give your idea a catchy title

Title

What's your idea in a nutshell?*

This is where you detail your idea, please be as descriptive as possible

Description

B *I* U |

Users

Credit or associate other users with this idea.

Type a username to tag a user

Tag another user (optional)

Upload any relevant files or links

Upload any additional images or files.

We accept jpg, gif, png, office docs, txt, pdf, zip files

Attach files

Attachments (optional)

Form to complete

What it looks like when posted

Concert Auditorium as a new venue for 21st art

I look at one question about "big projects" in the Arts Strategy presentation and I will point you to the mostly unused Concert Auditorium in the Auditorium Building. My idea (which others have talked about) is to wall off the Fairchild Auditorium and use that underutilized space as a flexible state of the art performance/media venue. This venue should support film, theatre, music, art installations and more. A centrally located universal space that can truly be a hub for ALL arts at...

by Robert J Roznowski
1 week ago

7 VOTES 2

* required field

Cancel

Save to drafts

Publish

Sample of Ideas Posted

Process Documentation, Transparency and Accountability

Over the past year Infrastructure Planning and Facilities has implemented an online business process management tool called Promapp. This tool allows us to take processes that previously have gone untouched in someone's binder for years and move them into an electronic format that puts them on an annual review cycle. Processes can include internal ones, they can be shared with internal or external stakeholders, and they can be

Sharing Knowledge

by Kelly Renee Felster 3 months ago

4 VOTES

Eliminate paper HR/Payroll forms

Creating a web-based platform for e-forms of all faculty and graduate assistant (re)appointment letters where they'd be routed for signatures/approvals electronically would make the HR appointment process much more efficient, get employees hired more quickly, reduce paper, and save time, among other things. We'd select an HR e-form template, create a list of fields on the appointment type, populate a few fields specific to employee and position, and then route the form

Policy Process

by Kenneth M Beer 4 weeks ago

21 VOTES

No more calling in a car that is not registered with MSU

Why does an employee need to call or come into the parking office to use another car that is not registered with the parking office? Why can't we automate this? Seems like its a big waste of time!!! And you can only call or come in during their office hours. I don't know about you, but I hit the ground running when I get into to work and work late. Seems like a webportal could be really easy and cheap for the university to create :-). Just sayin'

Mobility

by Evelyn F Griffith 4 weeks ago

19 VOTES

Adopted

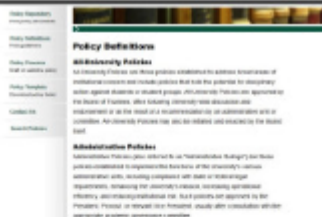
MLK community service projects

In celebration of MLK day, I would offer ALL employees a chance to work on a community project that would help MSU and the surrounding communities. My grandfather attended MSU in the 1920's. The East Lansing residents and MSU staff/student came together for "excavating work" where the basement was dug for the new Union building. Working on a project like that on MLK day would be very

MLK Day

by Elizabeth B Riggs 5 months ago

4 VOTES



Under consideration

MSU policies in one easy-to-search location - policies.msu.edu

Wouldn't it be great to have all MSU policies in one easy-to-search location online? This site for the latest

Innovative Ideas

by Cynthia Anne Ghering Dec 18, 2017

14 VOTES

Sty-NO-foam!

For a couple of decades now, I've been personally collecting our unit's styrofoam and hauling it off-campus to the Dart Container plant in Mason (they have a small collection shack on the side of the building.) I'd love to see us partner with Dart on recycling styrofoam, but I've always been told it's impossible. Is it *really* impossible to recycle styrofoam? Relevant LSJ article:...

Sustainability

by Lori Alden Holuta 4 weeks ago

12 VOTES

Wind turbines

MSU has several locations south of Mount Hope road, where we could locate large wind turbines. These would make sizable contributions to MSU's renewable energy portfolio, save us money, and reduce greenhouse gas emissions.

Energy Use

by Wolfgang W Bauer 10 months ago

14 VOTES

The bigger event!

It's hard to believe it's been so long already, but three years ago, Michigan State celebrated it's 160th birthday with a big event for MSU employees, this included tours of campus facilities, swimming, ice skating, fireworks, bounce houses and much more. I took my family there and loved interacting with people I see on a daily basis in a relaxed and social environment. Revisiting this event would create a positive buzz for the campus and employees. This release from the

Employee Engagement

by Ben O'Brien (Admin) 6 months ago

21 VOTES

Framework

- 1. Challenges/Questions/Topics** posted by the Administrator only
- 2. Ambassadors** cross-functional teams assigned to monitor, review, engage, reply, and/or make recommendations
(~4 faculty/staff assigned; topic specific – evaluate feasibility, viability, cost, addtl info)
- 3. Steering Committee** oversees portal as a whole and are made aware of postings/comments/replies *(Ann Austin, Christine Carter, Jason Cody, Jeff Grabill, Vennie Gore, Kelly Millenbah, Kathy Wilbur, Mike Zeig)*
- 4. Final reviewer** *(June/Satish)*
- 5. Recommendation/responses/action steps** updated within the challenge & community notified

FAQ's address:

- Overall Process
- Values/scores/leaderboard
- Access/types of employees

Who has access to this platform?

Faculty = Tenure system faculty, fixed term faculty, librarian fixed term, librarian continuing, FRIB/NSCL fixed term, academic staff, extension fixed term, extension continuing, specialist fixed term, specialist continuing, other ranks and titles, executive management, faculty & academic staff on-call

Support Staff & Temporary/On-Call Staff = APSA, APA, CTU, 1585, 999, 274, 324, extension program associates, FOP, FOPK/CCLP, nurse, resident advisor, bi-weekly temp/on-call, monthly on-call

No pay FAS = Clinical FAS, adjunct FAS, no pay

- Flagging/deleting posts
- Changing departments/leaving MSU/not being anonymous

Why Bother? How this portal can help faculty/staff...

- **Improve the work experience**
 - Share an idea or innovative solution to a problem that gets in the way of doing business
 - Obtain campus-wide feedback on items on importance
 - Collaborate within the space as a unit, department, and/or workgroup
 - Can segment to specific individuals
 - Suggest a new topic, question, or challenge from which you wish to solicit ideas
 - Email ideas@msu.edu

Conclusion:

- **Action requests**
 - Invitation to participate - login and set up profile
 - Share and market to colleagues
 - Follow threads, subscribe, vote, comment!
 - within overall challenge and/or specific ideas
 - Think about new challenges/ways to utilize the portal
 - email suggestions to ideas@msu.edu

Any questions?