

2008 NEW FACULTY ORIENTATION

Responses to Questions Raised at the Tenure System New Faculty Orientation 2008"

During the Orientation held on August 19, 2008, participants had a chance to generate questions for a panel of MSU faculty and administrators. Given time constraints, only some of the questions were answered during the program. Below you will find responses to all of the questions that were generated during the program and listed on the table "white boards." We also plan to use these questions as a source of input about topics of high interest for future orientations.

Many thanks to those of you who participated and engaged so fully during the program. If you have additional questions, please feel free to contact us and we'll do our best to find answers or direct you to those who can best assist you. With questions or suggestions, please contact Jodi Chambers at chamb101@msu.edu.

1. Tenure and Promotion

- *What is the difference between tenure and non-tenure?*
Faculty appointed in the tenure system are appointed with tenure (appointment for an indefinite period without a terminal date) or on a probationary basis (appointment with one or more probationary appointment periods, culminating in tenure). Faculty may also be appointed outside the tenure system for a fixed term period and are referred to as non-tenure system faculty or fixed term faculty.
- *What are the university wide benchmarks for tenure?*
Faculty are reviewed according to the criteria and standards in department/school bylaws or other relevant documents, college bylaws or other relevant documents (if any), and the University's statement on "Appointment, Reappointment, Promotion and Tenure Recommendations." See <http://www.hr.msu.edu/HRsite/Documents/Faculty/Handbooks/Faculty/AcademicPersonnelPolicies/iv-recommendations>
It is critical that faculty learn about the standards and criteria in their department/school and/or college.
- *How to deal with changing tenure requirements over time?*
As noted above, it is critical that faculty know the standards and criteria for reappointment, promotion and tenure. Standards and criteria should be discussed with the department chair/school director, senior faculty in the department/school and mentors. Additionally, non-tenured faculty in the tenure system must be evaluated and informed annually of their progress, which provides an opportunity to discuss changing requirements.
- *Early tenure? What if you're not ready?*
A promotion or tenure action is **not** considered "early" if justified by a record of performance at another university or during a fixed term appointment at MSU that is required by immigration regulations or other relevant reason, provided the performance

meets MSU standards. Early promotion/tenure is based on an exceptional record of accomplishments at MSU that is based on department/school/college and University criteria. Early promotion/tenure is reserved for extraordinary cases. An assistant professor without tenure may request promotion to associate professor with tenure prior to the conclusion of the stipulated probationary appointment period. A negative decision on such a request does not preclude consideration for reappointment at the normal time.

- *What is the average time from associate professor to full professor after achieving tenure?*

The average length of time for promotion from associate professor to full professor has been 7.5 years.

- *In regards to external funding, how does tenure system deal with differences in availability of funding across disciplines?*

Department/school and college criteria and standards will address the differences in funding across disciplines.

- *Regarding the tenure clock for appointments in Fall 2008, does the 2 year review start Jan 2010, e.g., effectively < 18 months from 1st appt?*

All tenure system probationary appointments begin on August 16 regardless of when during the calendar year the appointment is effective. In fall 2008, reviews will be initiated for probationary appointments that end on August 15, 2010.

- *Difference in tenure rates between departments/colleges?*

Generally, at Michigan State, the tenure rate for starting cohorts is about 70%, i.e., faculty members who have resigned or are no longer appointed in the tenure system are included in the base calculation. The tenure rate is approximately 90% for faculty who are reviewed in a given year.

- *Is intramural funding looked at favorably upon tenure review?*

Intramural funding is designed to be seed money for extramural support of scholarship. It is generally insufficient, standing alone, for a successful tenure recommendation.

- *Is the 2-3 year probationary period required for faculty moving from associate to full professor?*

Assistant professors are appointed for a 4-year probationary appointment followed by a 3-year probationary appointment. If at any time during the two probationary appointments, an assistant professor is promoted to associate professor, tenure is awarded and there are no further probationary appointments. Associate professors are typically appointed for one 4-year probationary appointment, but it may range from two to five years.

- *Are there differences in timing and process for promotion for HP Health Programs Faculty?*

See

<http://www.hr.msu.edu/HRsite/Documents/Faculty/Handbooks/Health/Action/promotion.htm>

The timing of the promotion process for HP faculty is the same as for tenure system faculty.

- *How are pre-MSU research/grants/awards weighted in the tenure process?*
A faculty member's complete record is taken into account with respect to reappointment, promotion and tenure, including service prior to MSU.

2. Assignments, Expectations and Evaluation

- *What do you mean by "scholarly active"?*
At MSU, faculty are expected to be both active scholars and student-focused, demonstrating substantial scholarship and ability to promote learning through our on-campus and off-campus education and research programs. The essence of scholarship is the thoughtful discovery, transmission, and application of knowledge, including creative activities, that is based in the ideas and methods of recognized disciplines, professions, and interdisciplinary fields. What qualifies an activity as scholarship is that it be deeply informed by the most recent knowledge in the field, that the knowledge is skillfully interpreted and deployed, and that the activity is carried out with intelligent openness to new information, debate, and criticism.

- *University Committee Activity*
 - *Opportunities*
 - *Responsibilities*

There are opportunities for committee service at the department/school, college and University levels. Committee service should be considered in discussion with the chairperson/director. Generally, pre-tenure faculty are cautioned against over-committing to college and university level committee service.

See below for responses to the following questions:

- *Do faculty encounter problems with differing dept/college/university expectations? How to deal with this?*
- *How many courses are we expected to teach a semester?*
- *How does MSU evaluate your teaching abilities? (course evaluations vs. faculty observation)*
- *How does the residential college evaluate my work with graduate students?*
- *What are the expectations for Outreach & Engagement? How are contributions to the community weighted?*
- *How is research and creative activity defined for performance arts faculty?*
- *How are teaching assignments negotiated?*

Faculty assignments are developed through discussion with the department chair/school director, including the number of courses expected to be taught per semester. Similarly, the standards and criteria for the evaluation of teaching, research and outreach are

determined at the unit and college levels, in accordance with the university-level statement – see

<http://www.hr.msu.edu/HRsite/Documents/Faculty/Handbooks/Faculty/AcademicPersonnelPolicies/iv-recommendations>

3. Research/Grants

- *Resources on preparing and submitting grant proposals (part education/part outreach opportunity)*

Please visit the website for the Vice President for Research and Graduate Studies for information on research resources generally (<http://www.vprgs.msu.edu>). In many disciplines, the MSU Library's librarian with area bibliographic responsibility is a good starting point for resource suggestions. Similarly, your college's research associate dean may be consulted. The Office of Research Facilitation and Dissemination provides grant writing assistance for approved cross-disciplinary, all-University, or multi-department proposals. Please contact ORFD for more information (432-4499; <http://resfacil.msu.edu>). University Outreach and Engagement provides target-specific grant writing support (for example, Michigan's New Economy Initiative). UOE can be reached at 353- 8977 (www.outreach.msu.edu).

Please visit <http://www.vprgs.msu.edu> for a list of upcoming grant writing seminars and events. Early notice: MSU will host NSF Day on April 6, 2009.

- *What resources are available for grants and research?*

To review facilities lists, regulatory information, and other links, please visit: <http://www.vprgs.msu.edu>. The conduct of certain research (including research with live animals, human subjects, blood-borne pathogens, radiologicals or hazardous chemicals) requires participation in training for regulatory compliance. Please visit <http://orcbs.msu.edu/> for more information. For grant writing support and intramural grants available for research, see the Office of the VP for Research and Graduate Studies at <http://www.vprgs.msu.edu> or contact Lori Hudson – ljh@msu.edu or call – 517-432-4499.

- *Does MSU help identify grant funding services and internal grant opportunities?*

Please visit <http://www.vprgs.msu.edu> and click on “Finding Funding,” or visit the ORFD website at <http://resfacil.msu.edu> and click on “news blog” to access information on various funding opportunities. Faculty are also encouraged to become acquainted with the resources available at <http://grants.gov>. Grants.gov is the portal to search for and submit applications for government funding. In addition to RFP's and the application system, grants.gov also hosts a blog and items of news and information relating to government programs. To review institutionally limited grant opportunities, please visit: <http://resfacil.msu.edu/groups/ILP/>. For faculty career fellowship opportunities, please visit:

http://resfacil.msu.edu/groups/ILP/wiki/12f10/Faculty_Scholars_and_Fellowship_Programs.html

- *What resources available for international research?*
See: <http://www.isp.msu.edu/> for information about and procedures for pursuing collaborations with organizations outside the U.S.
- *What support is available for interdisciplinary research?*
 - Facilities
 - Please visit <http://www.vprgs.msu.edu/research> for a list of MSU Research Centers and Institutes that may provide useful opportunities for interdisciplinary projects.
 - Procedures
 - College and departmental grant offices can provide information on internal procedures for conducting cross-departmental research. Please see #1 for grant writing support for approved projects.
- *Does MSU provide writing/editing resources for faculty for articles and grants?*
The Writing Center at MSU will provide writing/editing assistance to faculty for scholarly works. Please visit: <http://writing.msu.edu/> or call 432-3610.
- *Are there Statistical Consulting Services?*
See:
Statistical Consulting/General Experimental Design & Analysis
<http://www.cstat.msu.edu>
Statistical Consulting/Clinical
<http://bric.msu.edu>
Statistical Consulting Center/CANR Biometry Group
http://www.fw.msu.edu/orgs/canr_big/SCC.htm
Survey Research/IPPSR
<http://www.ippsr.msu.edu/OSR/Default.asp>
- *What are the central MSU sources of funding for teaching and research related needs such as equipment & technology?*
For technology funding that relates to teaching, see:
<http://lct.msu.edu/resources-documents/index.html#tle>

MSU has provided internal grants for research initiation and manuscript completion purposes, and center creation grants for strategic research purposes. The programs under which those grants have been provided are currently undergoing revision; faculty should watch for announcements of revised internal research grant opportunities later this academic year.
- *For those who have received an initial research package, what systems of support are in place?*

The systems of support available for new faculty described above are available uniformly, without regard to the size of a faculty member's initial set-up package.

4. Joint Appointments

- *What advice do you have on managing joint appointments*
 - Approximately one third of tenure system faculty have a joint appointment, with a trend toward an increasing proportion of joint appointments among new hires. Recent data show that faculty who are jointly appointed 100% of the time (all of their appointments are joint appointments) have the shortest average time prior to a promotion and/or tenure action. Compared with faculty who are never jointly appointed, the average time prior to promotion to associate professor is about two months shorter, the average time prior to promotion to full professor is about eight months shorter, and the average time prior to tenure is about one month shorter.
- *Joint appointment – clarification on priorities.*

Faculty members with joint appointments should work together with the department chairs/school directors to clarify and document in writing information about startup packages, support for spouse/partner employment, basic staff support and supplies, including IT support, work assignments, research expectations, and performance/productivity expectations. (Link to statement on joint appointments when finalized)

5. Resources and Support for Faculty

Faculty Mentoring Practices at MSU

- *Is there a faculty mentorship program available or is it dept. dependent? How do you establish one?*
 - *There is no single formal mentoring model used at Michigan State University, although many units have developed their own approaches to formal mentoring, and informal mentoring is very widely used. Currently, several units are planning to implement formal mentoring programs. For resources on mentoring, see the mentoring website maintained by the Office of Faculty and Organizational Development. See: <http://fod.msu.edu/LeadershipResources/mentoring/index.asp>*
 - *Speak with your chair or school director to inquire about the availability of formal mentors and/or to request one or more mentors. Increasingly, the literature on mentoring suggests multiple mentors who can provide assistance on focused areas as needed, e.g., teaching, research, institutional or unit policies and practices, establishing your lab, etc.*
 - *For information about how to design a mentoring program for your unit, contact Deborah DeZure, Assistant Provost for Faculty and Organizational Development, who can provide relevant materials (ddezure@msu.edu).*

Lilly Teaching Fellows Program

- *What is the Lilly Teaching Fellows Program, how does it work, what is expected and how can it fit into one's research agenda?*

Faculty and Organizational Development Office/Online Instructional Resource

<http://fod.msu.edu/lillyFellow/about.asp>

The year-long Lilly Teaching Fellows Program is designed to engage a cohort of up to seven assistant professors in the tenure system who are beyond their first year at MSU in in-depth explorations of both scholarly teaching and the Scholarship of Teaching and Learning. Scholarly teaching is informed by the robust research on teaching and learning and uses student input and assessment to continually improve instruction. The Scholarship of Teaching and Learning investigates a challenge or question about one's teaching in a systematic way and disseminates the results of that research to one's colleagues in their cohort, with colleagues and administrators across campus, at conferences, and in disciplinary journals.

- *What are the elements of the Lilly Teaching Fellows Program?*

- A Scholarship of Teaching and Learning Project.

Each Fellow will be responsible for completing an individual Scholarship of Teaching and Learning (SoTL) project rooted in his or her own teaching during the Fellowship year with the assistance of a faculty Mentor. At the conclusion of the Lilly year, each Fellow will design and present a Project Poster based on his/her project that will be presented at an End of the Year Lilly Dinner attended by the Fellows' deans, chairs, and mentors. They will also prepare and submit a Final Project Report, often in the form of a manuscript for publication or presentation at a conference. Many of the Lilly Projects result in publications and conference presentations.

- Monthly Seminars

As a cohort, the Fellows will schedule and attend monthly 2 ½ hour cohort seminars (September-May) that explore teaching and learning topics to be decided by the Fellows. Required and optional readings and preparatory activities will be assigned for each seminar. Deborah DeZure, Assistant Provost for Faculty and Organizational Development, serves as facilitator for the monthly meetings.

Meetings with Lilly Project Mentor

Each Fellow will meet with his or her mentor on a regular basis to assist with the planning and execution of the teaching project. The Fellow and Mentor will also meet with Deborah DeZure (Assistant Provost for Faculty and Organizational Development) early during the summer or fall semester to discuss plans for the Fellow's Scholarship of Teaching and Learning project.

Two Off-Campus Retreats

All members of the cohort are expected to attend two off-campus retreats that typically run from 9:00 a.m. on a Friday to 1:00 p.m. the following day. The Fall Opening Retreat takes place in late August (at the Toll Gate Center in Novi) and the Spring Retreat is held in April at the Kellogg Biological Station on Gull Lake. All transportation, meals and lodging are provided by MSU.

Lilly Fellows Recognition and Welcome Reception and Dinner

Each April, the current Fellows and the newly appointed Fellows attend a Recognition and Welcome Reception and Dinner at which the current Fellows present their project posters and conduct a group presentation about their Lilly

year. Applicants are strongly encouraged to hold this date pending the final selection of Fellows because the new Fellows are required to attend the Welcome Reception and Dinner.

Attendance at at least Four Lilly Seminars on Active Teaching and Learning
Fellows will be expected to attend at least four Lilly Seminar workshops (<http://fod.msu.edu/lillyseminar/about.asp>) of their choice or other workshops or seminars (including F&OD's Spring Institute) on teaching sponsored by other units throughout the academic year. Approximately eight Lilly Seminars are offered each semester. The goal for attending these Seminars is to expose the Fellows to topics and national speakers beyond what they can experience in the monthly meetings and to seed the Seminar discussions with their emerging insights on teaching and learning.

- *When to apply for the Lilly Fellowship*
Application Information is mailed to all eligible faculty in December or January and is also available on the Faculty and Organizational Development website. In addition, a Lilly Fellows Informational Meeting is held during December or January. For more information, contact Cindi Young, Administrative Assistant, in F&OD at fodevent@msu.edu.
- How can the Lilly Fellowship fit into one's research agenda? Check with your chair or school director to determine how research on one's teaching or SoTL research fits into expectations for tenure and promotion in your unit. In some units, SoTL research is considered an indication of commitment to reflective practice and a commitment to excellence in teaching and learning. In some units, SoTL research is considered part of scholarly productivity, but it is important to clarify this with your unit administrator. The Lilly Fellowship application process requires a letter of support from the applicant's chair who must affirm that the candidate has demonstrated a strong profile in research and teaching and can devote the time necessary to participate in this activity. In short, Lilly Fellows are seen as highly productive and promising scholars who can afford to spend the time and energy on their Lilly Fellowship during one year without jeopardizing their progress toward tenure and promotion.
- *What resources, programs and services are provided by Faculty and Organizational Development (F&OD) in support of teaching?*
 - The Office of Faculty and Organizational Development provides support for faculty, administrators and academic staff. F&OD provides a comprehensive program of workshops and seminars, cohort programs, services, and online resources on teaching and on leadership. See <http://fod.msu.edu>
 - Workshops and Seminars include the Lilly Seminars during Fall and Spring Semesters and Spring Institute during May.
 - Cohort programs include the Lilly Teaching Fellows Program and the Adams Academy for Instructional Excellence and Innovation.
 - Online resources are provided on the F&OD website. See particularly the Online Instructional Resources Website with links to excellent websites on key topics on teaching and learning and the F&OD Faculty Mentoring Website.

- Services include consultations on teaching, videotaping of teaching, and mid-semester student feedback sessions. In addition, there are consultation services focused on Presentation Skills and Pronunciation for Non-Native Speakers of English. For information, see: :
<http://fod.msu.edu/consultation/details.asp>
 - All of these services are voluntary, free for MSU instructors, and confidential within the limits allowed by the law.
 - Mid-term Student Feedback Sessions provide instructors with an opportunity to obtain feedback on their courses during the middle third of the semester to enable them to gather input and to work with a consultant to make relevant mid course corrections. End of semester student evaluations (SIRS) are valid and reliable sources of input, but instructors receive this feedback after the semester has ended – beyond the point at which they can inform instructional decisions during the semester. At the request of an instructor, an instructional consultant from F&OD will visit your class for approximately 35 minutes during which time the instructor will leave and the consultant will ask the students to work in groups to answer three questions: What are the strengths of the course and instructor? What needs improvement? What suggestions for change would they make? After the students work in groups, the groups report out their findings, which are summarized by the consultant. The instructor then returns to the class to continue teaching and meets with the consultant before the next class session to share the results and develop productive responses to the input. Instructors are not obliged to make any changes, although most instructors find it productive to make at least some modifications or to clarify expectations and instructional decisions.

Resources for Dealing with Distressed and Difficult Students

- The Office of Faculty and Organizational Development maintains an Online Instructional Resources Website that links faculty to the best online resources we could identify on almost 150 topics on university level teaching and learning. One of the topics focuses on Academic Integrity and Classroom Management, including Dealing with Difficult Students. See: Faculty and Organizational Development Office/Online Instructional Resource:
<http://fod.msu.edu/OIR/ClassManagement/management-controversy.asp>
- The Office of the Ombudsman also provides support for dealing with difficult students. See their helpful website at:
<https://www.msu.edu/unit/ombud/RegsOrdsPolicies.html>
- The MSU Counseling Center is also a helpful resource for dealing with difficult and distressed students. See: <http://www.couns.msu.edu/>
- What resources are available to assist with instructional technology generally and ANGEL specifically? Libraries, Computing and Technology Training Program (LCTTP)

- Operated by many of the divisions of Libraries, Computing and Technology, LCTTP provides a year-round series of instructional seminars and classes in all aspects of computer use.
 - The courses feature professional instructors and hands-on learning.
 - Most of these courses are offered for free to faculty who request an automatic fee waiver.
 - ANGEL Training & Resources
 - In-person training is available via LCTTP: <http://train.msu.edu/faculty/angel/index.asp>
 - ANGEL Help for Faculty: <http://help.angel.msu.edu/faculty/>
 - Includes...
 - Quickstart Guide & Instructions to activate courses
 - Online Training & Online Documentation
 - ANGEL Helpdesk available for phone support 24/7
 - Toll Free Help Line: 1-800-500-1554
 - Local Help Line: 517-355-2345
 - Library Distance Learning Services provides ANGEL Help
 - In-person help available by appointment
 - The Faculty Seminar Series
 - Offered exclusively to faculty, this seminar series is offered twice a year at the end of fall and spring semester.
 - Faculty can sign up for up to two days of small group, hands-on instruction in topics ranging from operating system basics, using Microsoft Office programs, graphics software and web page authoring.
 - The seminars are free, but advance enrollment is requested. Visit the [Faculty Seminar Class Offerings](http://train.msu.edu/faculty/seminars/index.asp) page (<http://train.msu.edu/faculty/seminars/index.asp>) or contact [Byron Brown \(brownb@msu.edu\)](mailto:Byron Brown (brownb@msu.edu)) for more information.
 - ATS Help Desk
 - Located in 120 Computer Center, the ATS Help Desk provides general consulting on personal computer use, e-mail, networking, and more.
 - Brief consulting is available at no charge.
 - The ATS Help Desk can be reached by calling 432-6200 or visiting their web site at <http://help.msu.edu>.
 - Visit their website for up-to-date walk-in hours.
 - Instructional Technology Brown Bags
 - During the school year, Libraries, Computing & Technology and the College of Natural Science sponsor a series of brown bag lunches called "Explorations in Instructional Technology."
 - The primary audience is faculty members who are interested in instructional technology.
 - The lunches take place roughly each week, usually on Friday, during the school year. See individual announcements for specific times, locations, and topics.
 - To receive e-mail announcements of upcoming brown bags, please send a request to Dr. Brown at brownb@msu.edu.

- Virtual University Design and Technology (vuDAT)
 - Anyone teaching online or blended courses eligible for development support and consultation with instructional technologists.
 - Maintains a website with helpful getting information for online instructors at <http://vudat.msu.edu/teach/>
 - Blog listing the latest news in online teaching and learning: <http://blog.vudat.msu.edu/>
 - Breakfast Series: Conversations on Online Pedagogy and Best Practices series with sessions several times a year, see the blog for announcements or email Jessica Knott (jlknott@msu.edu).
- *What resources are available for study abroad programs?*
 Contact the International Scholars and Programs
<http://studyabroad.msu.edu/>
<http://www.isp.msu.edu/>

6. Compensation/Benefits

- *Retirement benefits for summer salary?*
 The University does not provide a retirement contribution on summer salary.
- *Where can you get more information on your benefits package?*
 General benefit program information is available at <http://www.hr.msu.edu/hrsite/Benefits/> or by calling the Benefits Office, 353-4434. Your personal statement of benefits is available at <http://www.hr.msu.edu/hrsite/> (select eHR, enter your MSU NetID and password, click on “benefits enrollment and information” and select “statement of benefits”)
- *Can faculty also study in a different field as a graduate student?*
 See the policy on Study at MSU by Faculty Members:
<http://www.hr.msu.edu/HRsite/Documents/Faculty/Handbooks/Faculty/AcademicPersonnelPolicies/iv-studyat.htm>
- *Are there free/discount faculty bus passes?*
 An employee bus pass for specified on-campus routes is provided if you register a vehicle.
- *University policy for rudimentary office expenses?*
 There is no university policy. If you have questions, contact the Comptroller’s Office - <http://ctrl.msu.edu/>.

7. Sabbatical

- *Procedure and time for sabbaticals?*

Faculty with tenure and six years of service are eligible to request a sabbatical leave. See <http://www.hr.msu.edu/HRsite/Documents/Faculty/Handbooks/Faculty/AcademicPersonnelPolicies/iv-sabbatical>

8. Family

- *Is there childcare available on campus?*
The MSU Family Resource Center provides referral services for locating quality child care and provides free emergency and short-term child care. See <http://www.frc.msu.edu/>
- *If you have a baby in the summer is there room for negotiation for leave?*
Short-term disability leave provides six weeks of leave with pay (or longer with medical certification) for pregnancy, childbirth and/or recovery. Additionally, parental leave provides six weeks of leave in connection with the birth of a child. Parental leave may be used any time within one year of the birth. See <http://www.hr.msu.edu/HRsite/Documents/Faculty/Policies/FacLeaveFAQ.htm>
<http://www.hr.msu.edu/HRsite/Documents/Faculty/Handbooks/Faculty/AcademicPersonnelPolicies/iv-parentalleave.htm>
<http://www.hr.msu.edu/HRsite/Documents/Faculty/Handbooks/Faculty/AcademicPersonnelPolicies/iv-medicalleave.htm>
- *Are there systems in place to help negotiate for reasonable maternity leave?*
The links above provide the policy guidance for maternity and parental leaves.

9. Students

- *What kind of support does MSU provide to help attract good graduate students?*
The majority of the resources to attract the best graduate students to MSU reside in the COLLEGES. There are >3000 graduate assistantships.....with competitive stipends that vary by college according to “market” pressures, 9 credits of tuition for each of Fall and Spring semesters, fees paid that are charged to all students (not special fees by college or program) and enrollment the student health insurance plan (that also partly covers spouses/dependents).

In addition, there are 40 University Fellowships (Distinguished Fellowships and Enrichment Fellowships) that are competed each year. Colleges make the nominations. A faculty committee provides advice to the Graduate School on the selection. These are 5 year programs with the GS picking up year 1 and a final year (usually year 5) and the colleges/units picking up a similar package of support for years 2, 3, 4. More info: <http://grad.msu.edu/ufellows.htm>

- *What is the size of undergraduate classes?*
 - *Room and number of students*

Information regarding undergraduate class information can be found at <http://www.msu.edu/vsa/CollegePortrait.pdf>, page 3.

10. Miscellaneous

- *What is the cyclotron? See:*
National Superconducting Cyclotron Laboratory
<http://www.nscl.msu.edu>
- *How do we get football tickets? See:*
Michigan State University Ticket Office
<http://msuspartans.cstv.com/tickets/msu-tickets.html>
- *Who does the chairperson ask when he or she can't answer a question?*
Resources for the chairperson include unit and college-level staff, especially the college HR/ budget officer, associate/assistant deans and the dean. Central university administrators are available, as well.
- *What does "Be Spartan Green" entail? See:*
MSU Environmental Stewardship Program
<http://www.bespartangreen.msu.edu/>