

Faculty Handbook

Ann Arbor Campus

Mission

The mission of the University of Michigan is to serve the people of Michigan and the world through preeminence in creating, communicating, preserving and applying knowledge, art, and academic values, and in developing leaders and citizens who will challenge the present and enrich the future.

Regents of the University

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Nondiscrimination Policy Statement

The University of Michigan, as an equal opportunity/affirmative action employer, complies with all applicable federal and state laws regarding nondiscrimination and affirmative action. The University of Michigan is committed to a policy of equal opportunity for all persons and does not discriminate on the basis of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status in employment, educational programs and activities, and admissions. Inquiries or complaints may be addressed to the Equity, Civil Rights and Title IX Office (formerly the Office for Institutional Equity, or OIE), 2072 Administrative Services Building, Ann Arbor, Michigan 48109-1432, 734-763-0235, TTY 734-647-1388. For other University of Michigan information, call 734-764-1817.

Preface

The University of Michigan is one of the great public research universities of the United States, guided by the commitment and vision of its Board of Regents, executive officers, deans, and, importantly, by its faculty. Since the nineteenth century, the University has provided a national model of a complex, diverse, and comprehensive public institution of higher learning that supports excellence in research; provides outstanding undergraduate, graduate, and professional education; and demonstrates commitment to service through partnerships and collaborations that extend to the community, region, state, nation, and around the world.

Michigan's position of leading excellence in higher education rests on the outstanding quality of its nineteen schools and colleges on the Ann Arbor campus, as well as on the national recognition of the excellence of individual departments and programs and on the many major scholarly and creative contributions of its faculty.

It is the University's goal to create a climate that enables faculty to focus their time and energy on their scholarly, research, or creative pursuits; their teaching; their clinical work; and their service. As in any complex institution, clear policies and procedures help the University to function more effectively and efficiently, enabling faculty and staff to focus on their pursuits and responsibilities. The purpose of the Faculty Handbook is to provide information to faculty about a wide range of administrative matters that include general University principles and practices, the ins and outs of faculty appointments, tenure, faculty governance, and many more topics. In addition, the handbook provides information about key resources available to faculty.

The University is a highly complex and decentralized institution. It would be virtually impossible to capture in detail the many policies, procedures, and information that affect faculty, and to attempt to do so would duplicate many existing resources. With this in mind, the Office of the Provost provides the Faculty Handbook as a navigation aid. The reader is given brief descriptions of existing policies, procedures, and resources, and referred to primary resources for more information.

The handbook overview can be downloaded as a PDF from the [Faculty Handbook homepage](#), and serves as a convenient one-page description of the faculty handbook, a few key links, and list of the chapter titles.

The handbook is updated to reflect changes in policy and to revise outdated information. In addition, it provides direct access to a wide variety of resources through hyperlinks. Some of the resources (for example, the [Standard Practice Guide](#) references) are provided in Portable Documents Format (PDF).

The Faculty Handbook is not intended to be a primary source of official University policy. Official policies are found in the [Bylaws of the Board of Regents](#), the [Standard Practice Guide](#) (SPG), the bylaws of the schools and colleges, and many [other documents, some of which are referenced in the handbook](#). Throughout the handbook, references to authoritative sources of University policy are provided. The handbook is not intended to directly establish or imply contractual obligations to any faculty group or individual faculty member. Official University policies may be revised at any time. Unless otherwise stated, revised University policies, when approved, apply to University faculty and staff, regardless of their initial appointment dates.

Although the Faculty Handbook is written for Ann Arbor faculty, it includes information about University of Michigan-Dearborn and University of Michigan-Flint. Key differences among the campuses are noted and some information about local resources provided by the provosts on those campuses has been

included. The [UM-Dearborn Faculty Handbook Supplement](#). The [U-M Flint Campus Bylaws for Shared Governance](#) is also posted online.

Every effort was made to ensure that the information contained in the Faculty Handbook is accurate as of February 2024. However, the University of Michigan is a dynamic institution, constantly growing and changing. Some of the information will become out of date. Please contact the Provost's Office with questions at (734) 764-9290.

February 2024

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For additional information, please see [SPG 201.35](#).

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Fundamental Tenets of Membership in the University Community

1.A Freedom of Speech and Artistic Expression

The University of Michigan recognizes the free expression of ideas as fundamental to its mission of education and research. This commitment is outlined in the University's [Standard Practice Guide 601.01](#). The statement was adopted by the Board of Regents in 1988 and revised in 1993.

Recent events at the University of Michigan and elsewhere emphasize the pressing need for members of the University community— including administrators, faculty, staff, and students—to reaffirm formally their deep commitment to freedom of speech and artistic expression and to clarify the implications of that commitment. Freedom of speech in this context will be taken to encompass all forms of communication and artistic expression as well as the freedom to listen, watch, protest, or otherwise participate in such communication. It is hoped that this reaffirmation will win the support, in spirit and in letter, of people representing the entire spectrum of opinion of the University community in order to create a truly open forum, one in which diverse opinions can be expressed and heard.

Expression of diverse points of view is of the highest importance, not only for those who espouse a cause or position and then defend it, but also for those who hear and pass judgment on that defense. The belief that an opinion is pernicious, false, or in any other way detestable cannot be grounds for its suppression.

When a speech or some form of artistic expression such as a play or concert is prevented by disruptive protest from taking place or concluding, the effect is just as surely an attack on freedom of speech or artistic expression as the deliberate suppression or prohibition of a speaker or artist by authorities. At the same time, however, the rights of free expression enjoyed by speakers or performers do not negate the rights of free expression of those who would protest the speech or performance.

The guidelines that follow concern how most fully to protect rights of free expression for speakers, performers, and protesters alike. They apply to settings in which an audience has been assembled for a talk or performance, or in which a talk or performance takes place in a public setting at the University, but do not apply to the classroom.

They are not general guidelines concerning freedom of expression among individuals or in other University settings where protest might occur. Moreover, they do not cover acts of physical violence, or verbal harassment or threats directed at individuals in which there is no intent to communicate publicly or with a wider audience. Nor do these guidelines in any way restrict the application of civil or criminal law. Finally, these are not guidelines concerning appropriate or civil conduct at speeches or artistic performances. Rude or offensive behavior, though inconsistent with the standards of civility that we hope would prevail on a university campus, sometimes falls within the legitimate exercise of freedom of speech and, when it does, may not be suppressed.

These guidelines apply to members of the University community (students, faculty, staff, and administrators) and to their invited guests. By following these guidelines, we seek to maintain at the University an environment in which the free exchange of opinions can flourish, where the learning that such exchange makes possible can occur. We welcome members of the broader public to participate in this free exchange, and we expect those who do to observe the limits of mutual tolerance embodied in these guidelines.

With these qualifications in mind, the Committee on Civil Liberties and Civil Rights of the Senate

Assembly recommends to the University community endorsement and adoption of the following guidelines pertaining to freedom of speech and artistic expression as published in [SPG 601.01](#).

January 2022

1.B Fundamental Tenets Statement

The statement below was adopted by the Senate Assembly on June 18, 1990.

The University of Michigan is a community devoted to learning. Members of our community advance, preserve, and transmit knowledge through study, teaching, artistic expression, research, and scholarship. As a public university, we have a special obligation to serve the public interest.

All who join the University community gain important rights and privileges and accept equally important responsibilities. We believe in free expression, free inquiry, intellectual honesty, and respect for the rights and dignity of others. We respect the autonomy of each person's conscience in matters of conviction, religious faith, and political belief. We affirm the importance of maintaining high standards of academic and professional integrity. In defining the rights we enjoy and the responsibilities we bear, we must keep those basic principles in mind.

All members of the University have civil rights guaranteed by the Bill of Rights. Because the search for knowledge is our most fundamental purpose, the University has an especially strong commitment to preserve and protect freedom of thought and expression. Reasoned dissent plays a vital role in the search for truth; and academic freedom, including the right to express unpopular views, is a cherished tradition of universities everywhere. All members of the University have the right to express their own views and hear the views of others expressed, but they must also take responsibility for according the same rights to others. We seek a University whose members may express themselves vigorously while protecting and respecting the rights of others to learn, to do research, and to carry out the essential functions of the University free from interference or obstruction.

January 2022

1.C Senate Assembly Statement on Academic Freedom

In January 2010, the Senate Assembly endorsed a statement that defines the standards of academic freedom as follows.

Academic freedom is the liberty that faculty members must have if they are to practice their scholarly profession in accordance with the norms of that profession. Academic freedom is not a term or a condition of employment; rather, it is based in the institutional structure of this and other universities and is fundamental to their common mission of promoting inquiry and advancing the sum of human knowledge and understanding. Although some aspects of academic freedom are also protected by the First Amendment to the United States

Constitution, academic freedom exists, independent of any external protection, as a basic prerequisite for universities to fulfill their mission to our society. Academic freedom is most commonly vindicated by individual faculty members, but remains first and foremost a professional prerequisite of faculty members as a group.

Academic freedom includes the following specific freedoms:

- *freedom of research and publication. Within the broad standards of accountability established by their profession and their individual disciplines, faculty members must enjoy the fullest possible freedom in their research and in circulating and publishing their results. This freedom follows immediately from the university's basic commitment to advancing knowledge and understanding. Restrictions on research and publication should be minimal and unobtrusive.*
- *freedom of teaching. This freedom is an outgrowth of the previous one. Faculty members must be able not only to disseminate to their students the results of research by themselves and others in their profession, but also to train students to think about these results for themselves, often in an atmosphere of controversy that, so long as it remains in a broad sense educationally relevant, actively assists students in mastering the subject and appreciating its significance.*
- *freedom of internal criticism. Universities promote the common good not through individual decision or bureaucratic calculation, but through broad-based engagement in the scholarly endeavor. Faculty members, because of their education and their institutional knowledge, play an indispensable role as independent participants in university decision making. By virtue of this role, they are entitled to comment on or criticize University policies or decisions, either individually or through institutions of faculty governance.*
- *freedom of participation in public debate. Both within and beyond their areas of expertise, faculty members are generally entitled to participate as citizens in public forums and debates without fear of institutional discipline or restraint, so long as it is clear that they are not acting or speaking for the University.*

Since academic freedom derives from the institutional structure of American universities, it is qualified in various respects. However, when academic freedom is so qualified, it is of critical importance that restrictions be drawn up and implemented with substantial faculty input, in such a way as to minimize infringement of academic freedom. In large part, this goal should be accomplished by ensuring that institutional discipline of faculty members is in proportion to the severity and persistence of misconduct, and by insisting that alleged offenses be handled with appropriate standards of due process, including, wherever possible, the judgment of competent peers. For the rest, however, it must be recognized that contemporary threats to academic freedom are constantly evolving. This University – its faculty, administration, and students alike – must exercise constant vigilance in resisting such threats, whether they arise within the university or from outside.

[Senate Assembly Statement on Academic Freedom](#), including commentary.

1.D Professional Standards for Faculty

The University of Michigan's policy on professional standards for faculty is applicable campus-wide. In

addition, the schools and colleges may have their own policies, which accord with and enhance this policy. The University policy, [SPG 201.96](#), was developed in 2013 and revised in 2016.

Diversity and Nondiscrimination

2.A General Principles

The University of Michigan has, as one of its core values, an abiding commitment to sustaining a community in which the dignity of every individual is respected. Key to this value are efforts to foster and nurture an environment of civility and mutual respect. At the University, we live and work in a culture that defines itself in terms of intellectual exchange, appreciation of individual differences, and respect for each individual's personal dignity. The University's blend of students, faculty and staff from many backgrounds is a great resource and we all benefit from the mix of perspectives that is enriched by the unique experiences and insight that each person brings to our community. It is the understanding and appreciation for other points of view and richness of experiences that creates and sustains an environment that is inclusive and respectful.

As one of the world's great public institutions of higher education, the University of Michigan is committed to being an inclusive, multicultural community where differences based on race, gender, gender identity, gender expression, disability status, color, national origin, age, marital status, veteran status, culture, socio- economic status, sexual orientation, height, weight, and religion are welcomed, nurtured, and respected. This commitment to various forms of diversity is a long-standing one. The first African-American male students were admitted to the University in 1868; the first women in 1870. This long-standing commitment to provide a pluralistic and welcoming academic environment stems from many sources, including the conviction that diversity is essential to creating an intellectual and social climate that promotes the freedom of thought and creativity so fundamental to academic inquiry, discovery, and learning.

The principle of an open and accepting community was first articulated in the statute establishing the University, which proclaimed in 1837 that "the University shall be open to all persons who possess the requisite literary and moral qualifications." Interpretation of this principle has evolved over the generations. Nevertheless, students and faculty continue to come to the University of Michigan to learn the hard task of crossing the boundaries of race and culture, to engage across what James B. Angell called the "artificial distinctions of conventional society." The University continues to strive to make educational and professional opportunities available equally to all members of our richly diverse society, and remains deeply committed to the notion that diversity is central to the identity, integrity, and mission of this University.

2.B University Policies and Statements

2.B.1 Regental Statement of Nondiscrimination - Regental Bylaw 14.06

As the governing body of the University of Michigan, the Regents have adopted the following policy on nondiscrimination, a version of which appears on all official University documents:

The University of Michigan is committed to a policy of equal opportunity for all persons and

does not discriminate on the basis of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status. The university also is committed to compliance with all applicable laws regarding nondiscrimination and affirmative action.

[Chapter XIV. Miscellaneous Rules and Regulations](#) Bylaw 14.06 (revised April 2009).

2.B.2 Value of Diversity Statement

Senate Assembly, representing the faculty of the University, adopted the following Statement on Diversity and Inclusivity in April of 2013.

The University of Michigan is a great public institution. It is imperative that the University continue to work strenuously to create a learning community that reflects its aspirations to be a leader for public education in our increasingly diverse twenty-first century society. Therefore, it is resolved that we request the administration to: 1) seek to determine the cause(s) of the now decades-long lack of progress in improving campus diversity; 2) redirect University resources and strengthen leadership where necessary to achieve this goal of a more diverse and inclusive campus, supplementing any existing institutionalized programs with new creative approaches; 3) broaden the scope of efforts to include modern definitions of diversity (not only race, color, and national origin, but also age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, veteran status, and economic class); and 4) support initiatives such as the UM Alumni Association Leadership, Excellence, Achievement, Diversity (LEAD) scholarship program for under-represented minority students, including, to the extent possible, making such programs a high priority in the next University capital campaign, within the limits defined by the state and federal Constitutions.

For additional background, please see the [June 20, 2013 Regents Communication](#).

2.B.3 Discrimination and Harassment Policy

It is the policy of the University of Michigan to maintain an academic and work environment free of discrimination and harassment for all students, faculty, and staff. Discrimination and harassment are contrary to the standards of the University community. They diminish individual dignity and impede educational opportunities, equal access to freedom of academic inquiry, and equal employment. Discrimination and harassment are barriers to fulfilling the University's scholarly, research, educational, patient care, and service missions.

Discrimination and harassment on the basis of race, color, national origin, age, marital status, disability, religion, height, weight or veteran's status as set forth in [SPG 201.35 \(Non-discrimination\)](#) and will not be tolerated at the University of Michigan.

[SPG 201.35, Non-discrimination](#), also prohibits discrimination on the basis of sex, sexual orientation, gender identity, and gender expression. Those forms of discrimination and harassment are not covered

by this Policy and are instead addressed in [SPG 601.89, Policy on Sexual and Gender-Based Misconduct](#).

2.B.4 Discrimination Based on Sexual Orientation Policy

The University of Michigan believes that educational and employment decisions should be based on individuals' abilities and qualifications and should not be based on irrelevant factors or personal characteristics which have no connection with academic abilities or job performance. Among the traditional factors which are generally "irrelevant" are race, sex, religion, and national origin. It is the policy of The University of Michigan that an individual's sexual orientation be treated in the same manner. Such a policy ensures that only relevant factors are considered and that equitable and consistent standards of conduct and performance are applied. See [SPG 601.89](#).

2.B.5 Policy Regarding Individuals with Disabilities

The University will not discriminate in its employment practices against applicants or employees who have a disability. Placement will be commensurate with ability to perform assigned work. Employees with disabilities will receive the same regular compensation as those with no disabilities for like work.

2.B.6 Religious Academic Conflicts Policy

The University of Michigan as a public institution does not observe religious holidays. However, it is the University's policy that every reasonable effort should be made to help faculty and students avoid negative academic consequences when academic requirements conflict with their religious obligations.

[U-M Guidance to Students Regarding Conflicts Between the Academic and Religious Calendars](#), which states:

Although the University of Michigan, as an institution, does not observe religious holidays, it has long been the University's policy that every reasonable effort should be made to help students avoid negative academic consequences when their religious obligations conflict with academic requirements. Absence from classes or examinations for religious reasons does not relieve students from responsibility for any part of the course work required during the period of absence. Students who expect to miss classes, examinations, or other assignments as a consequence of their religious observance shall be provided with a reasonable alternative opportunity to complete such academic responsibilities. It is the obligation of students to provide faculty with reasonable notice of the dates of religious holidays on which they will be absent. Such notice must be given by the drop/add deadline of the given term. Students who are absent on days of examinations or class assignments shall be offered an opportunity to make up the work, without penalty, unless it can be demonstrated that a make-up opportunity would interfere unreasonably with the delivery of the course. Should disagreement arise over any aspect of this policy, the parties involved should contact the Department Chair, the Dean of the School, or the Ombudsperson. Final appeals will be resolved by the Provost.

2.B.7 Policy on Sexual and Gender-Based Misconduct (Including Title IX Misconduct)

Policy Statement

The University of Michigan, comprised of the Ann Arbor campus, the University of Michigan-Dearborn, the University of Michigan-Flint, and Michigan Medicine (collectively the “University”), is committed to creating and maintaining a safe and non-discriminatory campus community that is free from Sexual and Gender-Based Misconduct and that enables individuals engaged in its Programs or Activities to participate fully in the scholarly, research, educational, patient care, and service missions of the University. The University does not discriminate on the basis of sex or gender in any of its Programs or Activities.

The University of Michigan [Policy on Sexual and Gender-Based Misconduct](#) (“Policy”) prohibits the following types of conduct as defined in [Policy Section XI](#) (also referred to collectively as “Prohibited Conduct”):

1. Sexual and Gender-Based Misconduct (i.e., Sexual Assault; Sexual Exploitation; Sexual Harassment; Gender-Based Harassment; Sex and/or Gender-Based Stalking; Intimate Partner Violence; Sex and Gender- Based Discrimination; Retaliation and Violation of Supportive Measures); and
2. Title IX Misconduct (i.e., *Quid Pro Quo* Sexual Harassment; Severe, Pervasive and Objectively Offensive Sexual Harassment; Sexual Assault; Intimate Partner Violence and Sex and Gender-based Stalking; as defined by and within the scope of Title IX).

Prohibited Conduct undermines the character and purpose of the University and the University will take appropriate prompt and effective action to eliminate Prohibited Conduct, prevent its recurrence, and remedy its effects. Prohibited Conduct may also constitute crimes that violate federal and state law.

The University adopts the Policy with a commitment to: (1) eliminating, preventing, and addressing the effects of Prohibited Conduct; (2) fostering an environment where all individuals are well-informed and supported in reporting possible Prohibited Conduct; (3) providing a fair and impartial process – including constitutionally required due process where applicable – for all parties; and (4) identifying the procedures by which violations of the Policy will be evaluated. Employees, Students, or Third Parties (as defined in Section II below) who violate the Policy may face, as appropriate, disciplinary action up to and including termination, expulsion, or other actions.

It is the responsibility of every member of the University Community to foster an environment free of Prohibited Conduct. All members of the University Community are encouraged to take reasonable and prudent actions to prevent or stop such behavior.

[Sexual and Gender-Based Misconduct Resources website](#) provides information about how to report sexual and gender-based misconduct; relevant policy and procedures; education and training material; student, faculty, and staff resources; and updates. The Policy on Sexual and Gender-Based Misconduct is posted as [SPG 601.89](#). If you have questions, contact the [Equity, Civil Rights and Title IX Office](#).

2.C Ann Arbor Campus Resources

“At the University of Michigan, we are convinced that academic excellence goes hand-in-hand with diversity, inclusion and equity. We are dedicated to DEI for it fosters the exchange and

development of ideas; it promotes understanding across different identities, dispels racial stereotypes, and prepares our students to be leaders in the global marketplace and our increasingly multicultural society. Committed as we are, the results of our DEI 1.0 initiative showed that we still have much more to do. So as we build on that work of DEI 2.0, let us strive to nurture thoughtful and understanding citizens, and further establish campuses and communities where each individual can live in peace and safety, and can learn and grow and thrive.”

– Santa J. Ono, President

The office of the Vice Provost for Equity, Inclusion and Academic Affairs is committed to creating an inclusive and equitable climate that fully utilizes diversity at the University, while engaging surrounding communities as it pertains to issues related to diversity, equity and inclusion.

Information about current, historical, and forward-looking activities related to diversity, equity, and inclusion can be found at the University’s [Diversity, Equity & Inclusion website](#).

The [Equity, Civil Rights and Title IX Office](#) (ECRT) oversees, facilitates and supports the University’s efforts to ensure equal opportunity for all persons regardless of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status in employment, educational programs and activities, and admissions. ECRT is the primary resource for policies on nondiscrimination, harassment, accommodations for persons with disabilities, and programs to promote diverse and qualified applicant pools during the hiring process. ECRT promotes a diverse, inclusive, supportive, and welcoming environment for faculty, students, staff, and other members of our community.

ECRT staff address questions and issues regarding: race, sex, color, religion, national origin, age, marital status, sexual orientation, gender identity, gender expression, disability, veteran status, height and weight. Staff also provides a wide variety of training and educational programs to faculty, staff and students with respect to diversity, inclusion and respect. In addition, the Office supports various constituency groups throughout the University.

For more information, contact [ECRT](#).

Additional Ann Arbor Campus Resources

Other campus offices and programs also provide information, programs, advocacy, service, and various forms of support to advance the University of Michigan’s goal of inclusiveness. Some of these are listed below. In addition, most of the schools and colleges have offices, programs, or administrators designated to work with these issues. Check with the appropriate dean or director’s office for more information. Finally, many academic departments offer courses that integrate multicultural content and perspectives into the curriculum or explore gender issues. Check the websites of the various schools and colleges or the schedule of courses for information on courses and curriculum.

[Center for the Education of Women+](#) (CEW+)

Offers numerous programs of service, research, and advocacy to women, regardless of whether they are affiliated with the University; provides support to faculty through the Junior Women Faculty Network and the Women of Color in the Academy Project.

[Center for Research on Learning and Teaching](#) (CRLT)

Helps faculty better meet the needs of a diverse student body through its programs and resources on

multicultural teaching and learning. See [handbook section 8.B.1](#) "Center for Research on Learning and Teaching" in the online version.

[Council for Disability Concerns](#)

Works to identify and to remove architectural and attitudinal barriers to equal opportunity for individuals with disabilities.

[Institute for Research on Women and Gender](#) (IRWG)

Serves as an institutional umbrella for on-going disciplinary and interdisciplinary research efforts focusing on women and gender, encourages and supports increasing those research efforts, and heightens the presence and impact of the University on women and gender scholarship.

[International Institute](#)

Responsible for the coordination of research and training in international, comparative, and area studies within the College of Literature, Science, and the Arts (LSA), as well as between LSA and schools and colleges across the University.

[Martin Luther King, Jr./Cesar Chavez/Rosa Parks Visiting Professors Program](#)

Contributes to the intellectual diversity of the curriculum and co-curriculum by providing students with the opportunity to interact with distinguished guest faculty with diverse points of view and experiences. Sponsoring departments are encouraged to include as part of a visit activities with local K-12 schools and other area institutions of higher education.

[National Center for Institutional Diversity](#) (NCID)

The National Center for Institutional Diversity (NCID) catalyzes innovative approaches to diversity challenges and opportunities within the University, other major social institutions, the nation, and the world. Addressing diversity in its richest, broadest sense, the NCID promotes, launches, and advances national exemplars that foster concrete, lasting social change. Contact (734) 764-6497 or ncidinfo@umich.edu.

[Office of Academic Multicultural Initiatives](#) (OAMI)

Sponsors many programs and initiatives, including student academic multicultural initiatives, pre-college academic programs, and the Reverend Dr. Martin Luther King, Jr. Symposium programming.

[President's Advisory Commission on Women's Issues](#) (PACWI)

Advises the president, provost and executive vice president for academic affairs, and other executive officers on issues of concern to women and makes recommendations concerning University policy and procedures. Members are appointed by the president and include faculty, staff, and students.

[Program on Intergroup Relations](#)

Brings together faculty who wish to address issues of intergroup relations in their classes. Faculty adapt instructional techniques tied to intergroup dialogue pedagogies and discuss content areas across disciplinary areas.

[Services for Students with Disabilities](#) (SSD)

Provides an online faculty handbook to assist faculty in understanding the disabilities that can affect learning and the various adjustments that can be made in the learning environment to accommodate students with disabilities; offers services to students; promotes awareness of disability issues on campus.

[Spectrum Center](#)

(previously the Office of Lesbian, Gay, Bisexual, and Transgender Affairs)

Provides a comprehensive range of education, information, and advocacy services; works to create and maintain an open, safe, and inclusive environment for students, faculty, and staff, their families and friends, and the campus community at large.

[ADVANCE](#)

The ADVANCE Program began as a five-year, grant-funded project promoting institutional transformation with respect to women faculty in science and engineering fields. With the University's commitment to continue funding, the program is expanding to promote other kinds of diversity among faculty and students in all fields. The program aims to improve the University of Michigan's campus environment in four general areas: recruitment, retention, climate, and leadership.

[Undergraduate Research Opportunity Program \(UROP\)](#)

Creates research partnerships between faculty and first- and second-year students and provides a variety of support services to facilitate successful experiences for both faculty and students. While admission is open to all U-M students, UROP continues to work toward improving the retention and academic achievement of underrepresented students and to support women in science and engineering.

[University Faculty Ombuds Office](#)

The Office of the University Faculty Ombuds is a confidential, impartial, informal, and independent resource for information and assistance to faculty members. It helps in resolving academic and administrative problems and disputes through procedures that may be preferable to a formal grievance or judicial proceedings.

The Office of the University Ombuds receives faculty complaints, concerns, and questions about alleged acts, omissions, improprieties, and broader problems, and works to ensure a fair, equitable, and expeditious resolution. The Ombuds may make an informal inquiry, request relevant documentation, review matters received, offer options for resolution, make referrals, and mediate disputes independently and impartially. In addition, the Ombuds serves as a resource for information, communication, and referrals, and makes recommendations for constructive change when University policies or procedures generate conflicts or concerns. The Office adheres to professional standards of practice established by the International Ombudsman Association.

In addition to the University Faculty Ombuds, each School or College has a [Unit Ombuds](#) who is also available as a source of unit-based information concerning University policies and for assistance in the resolution of disputes.

[Women in Science and Engineering \(WISE\)](#)

Designed to increase the number of girls and women pursuing degrees and careers in science, technology, engineering, and mathematics while fostering their future success, the program also contributes to research and evaluation of WISE issues and initiatives. While WISE programs are open to all students, they are designed to encourage and support women and girls.

[Women of Color in the Academy Project](#)

Highlights the contributions of women of color to the University and works to build a network of women of color instructional faculty in order to promote career development, satisfaction, and retention.

See also handbook sections:

- [5.G.2 Dual Career Program](#)
- [5.G.6 International Faculty](#)

- [13.B University-wide Awards](#)
- [15. Benefits and Services](#)
- [21.J International Center](#)
- [11 A. Policy on Sexual and Gender-Based Misconduct](#)

Administrative Structure

3.A General Principles

Founded in 1817 as one of the nation's first public universities, the University of Michigan's mission is "to serve the people of Michigan and the world through preeminence in creating, communicating, preserving, and applying knowledge, art, and academic values, and in developing leaders and citizens who will challenge the present and enrich the future." The [University Mission Statement](#) and information about the University's vision and goals are available online.

The University of Michigan is a state-supported University and has been granted constitutional autonomy by the state constitution. The University of Michigan has campuses in Ann Arbor, Dearborn, and Flint, each with its own schools and colleges.

3.B Regents

The University of Michigan is governed by an eight-member [Board of Regents](#). Candidates for the board are elected for staggered terms in statewide November elections. Every two years two Regents are elected to eight-year terms. In the event that a Regent cannot fulfill his or her elected term, the governor fills the board vacancy by appointment (Article VIII, Section 5, Constitution of the State of Michigan of 1963).

The Regents appoint the president, who serves as an *ex officio* member of the board, and they establish general policies, oversee the budget, and approve the appointments of some instructional and administrative staff, including all tenured faculty.

The Regents, who serve without financial compensation, meet according to the [schedule posted on their website](#), usually on the third Thursday of the month. Meeting agendas are prepared by the Office of the Vice President and Secretary of the University in consultation with the chair of the board and the president. [Meeting agendas](#) are available online and in the Office of the Vice President and Secretary of the University on the Monday before each meeting.

The public comments session is an important part of each monthly meeting. The Office of the Vice President and Secretary of the University schedules speakers for the public comments session. Speakers can [sign up for public comments](#) on the Regents' website or by sending an email to [<publiccomments@umich.edu>](mailto:publiccomments@umich.edu).

Although faculty and staff members may communicate in writing with the Regents at any time, communications regarding academic matters should generally go through the dean or director of the unit to which the staff member belongs or through the chancellors, president, provost and executive vice president for academic affairs, or other executive officers. The Senate Advisory Committee on University Affairs (SACUA) traditionally reports to the Regents at least once a year. See handbook section [4.D.3 "Senate Advisory Committee on University Affairs \(SACUA\)."](#)

All formal meetings of the Board of Regents are open to the public. Regents' committee meetings (Finance Committee, Audit and Investment Committee and Personnel and Compensation Committee) are held in informal session.

The [Regents website](#) provides more information, including the names of current Regents, terms of service, and biographical sketches.

3.C President and Executive Officers

As the University's chief executive officer, the [president of the university](#) is responsible for providing general oversight of the University's teaching and research programs; its libraries, museums, and other supporting services; the welfare of the faculty and supporting staff; the business and financial welfare of the University; and for "the maintenance of health, diligence, and order among the students" ([Chapter II. University Executive Officers](#) bylaw 2.01).

The president, who is a member of the University Senate, represents the University at ceremonies and public events and plays a major role in fund raising. The president also recommends the appointment of executive officers who perform their duties under the president's general direction.

Other [executive officers](#) include the [UM-Dearborn chancellor](#), [UM-Flint chancellor](#), and the eleven vice presidents.

- [Provost and Executive Vice President for Academic Affairs](#)
(Also see section [3.D "The Office of the Provost \(Ann Arbor Campus\)"](#))
- [Executive Vice President and Chief Financial Officer](#)
- [Executive Vice President for Medical Affairs and Dean](#)
- [Vice President and General Counsel](#)
- [Vice President and Secretary of the University](#)
(Also see section [3.B "Regents"](#))
- [Vice President for Communications](#)
(Also see section [9.C "Communications and Media Relations"](#))
- [Vice President for Development](#)
(Also see section [9.H "Fundraising and Gifts to the University"](#))
- [Vice President for Government Relations](#)
(Also see section [9.B "Government Relations"](#))
- [Vice President for Research & Innovation](#)
(Also see section [7.B.5 "UM Office of Research"](#))
- [Vice President for Student Life](#)
- [Vice President for Information Technology and Chief Information Officer](#)

3.D The Office of the Provost (Ann Arbor Campus)

The [provost and executive vice president for academic affairs](#) is the chief academic and budgetary officer of the University and has responsibility for the University's academic and budgetary affairs. The provost establishes overall academic priorities for the University and allocates funds to carry these priorities forward.

3.E Chancellors (UM Flint and UM Dearborn)

Both the UM-Dearborn and UM-Flint campuses have a chancellor who is the highest ranking academic and budget officer on that campus and reports directly to the president of the University. See section [3.C “President and Executive Officers.”](#)

3.F Faculty/Governing Faculty

The faculty at the University of Michigan includes members of the teaching and research staff; the executive officers; the directors of various teaching, research, and library units; librarians, curators, and archivists ([Chapter V. The Faculties and Academic Staff](#) bylaw 5.01). See handbook sections [5.C “Instructional Faculty: Classifications”](#); [5.D “Research Faculty”](#); [5.E “Librarians, Archivists, and Curators.”](#)

The term “governing faculty,” when used in connection with a school, college, or degree-granting division, includes those members of the school, college, or degree-granting division who are professors, associate professors, and assistant professors, and where authorized by that unit’s bylaws, certain clinical faculty, certain research faculty, and instructors and lecturers who hold appointments of half-time or more. In the Medical School, the governing faculty is called the Executive Faculty. For more information about policies regarding voting rights in a given unit, contact the dean, department chair, or director. Management of the educational affairs of individual units is delegated to the governing faculties, executive committees, and deans of the schools and colleges, and to the directors of the University’s libraries and institutes ([Chapter V. The Faculties and Academic Staff](#) bylaws 5.01, 5.02).

For more information on faculty participation in governance, see [Chapter 4 “Faculty Roles in Governance”](#).

3.G Deans and Directors (Ann Arbor Campus)

Deans of the schools and colleges and the University librarian and dean of libraries, the heads of departments and research units, and the directors of the William L. Clements Library, the Bentley Historical Library, and the Museum of Art are appointed by the Regents on the recommendation of the provost and executive vice president for academic affairs to act as the executive officers of their respective units and *ex officio* chairs of their respective executive committees. (See [Chapter V. The Faculties and Academic Staff](#) bylaw 5.06.) Heads of other libraries are appointed by the dean or director of the school, college, or institute to which the library belongs.

3.H Executive Committees

The executive committees of the schools, colleges, or departments assist the dean or director in formulating educational, instructional, and research policies for consideration of the faculty and act on the behalf of the governing faculty in matters of budget, appointments, and promotions. They also assist with administrative functions. In some units, the dean or director performs executive duties without an executive committee ([Chapter V. The Faculties and Academic Staff](#) bylaws 5.02 and 5.06).

Rules for the composition of the executive committee, the ways in which governing faculty members vote for executive committee members, and the specific responsibilities and operating procedures of the

executive committee vary in individual units and are typically set forth in that unit's bylaws. Most academic units also have other standing committees, such as a curriculum committee and a tenure and promotion committee. It is important for faculty members to be aware of their units' policies and procedures concerning the functioning of all of its committees and to participate as is appropriate in unit level committees. For more information on faculty participation in governance, see [Chapter 4 "Faculty Roles in Governance."](#)

3.1 Academic Units

The following lists of academic units on the Ann Arbor, Dearborn, and Flint campuses provide an overview of the breadth of scholarship and teaching represented at the University of Michigan.

Ann Arbor Campus Academic Units

A. Alfred Taubman College of Architecture and Urban Planning
taubmancollege.umich.edu

Penny W. Stamps School of Art & Design
stamps.umich.edu

Stephen M. Ross School of Business
michiganross.umich.edu

School of Dentistry
dent.umich.edu

Marsal Family School of Education
soe.umich.edu

College of Engineering
engin.umich.edu

School for Environment & Sustainability
seas.umich.edu

Horace H. Rackham School of Graduate Studies
rackham.umich.edu

School of Information
si.umich.edu

School of Kinesiology
kines.umich.edu

Law School
law.umich.edu

College of Literature, Science, and the Arts
lsa.umich.edu

Medical School

medicine.umich.edu/medschool/

School of Music, Theatre & Dance

smt.d.umich.edu

School of Nursing

nursing.umich.edu

College of Pharmacy

pharmacy.umich.edu

School of Public Health

sph.umich.edu

Gerald R. Ford School of Public Policy

fordschool.umich.edu

School of Social Work

ssw.umich.edu

University of Michigan-Dearborn Academic Units

College of Arts, Sciences, and Letters

umdearborn.edu/casl

College of Business

umdearborn.edu/cob

College of Education, Health & Human Services

umdearborn.edu/cehhs

College of Engineering and Computer Science

umdearborn.edu/cecs

University of Michigan-Flint Academic Units

College of Arts and Sciences

umflint.edu/cas

College of Health Sciences

umflint.edu/chs

College of Innovation & Technology

<https://www.umflint.edu/cit/>

School of Management

umflint.edu/som

School of Nursing

umflint.edu/nursing

3.J Horace H. Rackham School of Graduate Studies

The [Horace H. Rackham School of Graduate Studies](#) is an academic and administrative unit. Graduate degree programs leading to the master's, doctoral, and related degrees, and graduate certificates are offered by the schools and colleges on all three campuses through the agency of the Horace H. Rackham School of Graduate Studies. (Other University of Michigan schools and colleges offer graduate professional programs and first professional degrees.) See [Chapter VI. Schools and Colleges: Program Definitions](#) bylaw 6.02.

In its oversight of post-baccalaureate academic programs, the Graduate School and its faculty executive board have a range of responsibilities including the establishment of policies regarding graduate education, the formation of new graduate programs, and oversight of student-related services (including admissions, course approvals, academic petitions, maintenance of the student academic record, program review, and the conferral of degrees). Of special interest is the variety of resources Rackham provides to faculty. These resources include:

- Support for faculty research projects (aimed primarily at new faculty in the early stages of their research careers)
- Discretionary funds for faculty work
- A faculty mentoring handbook
- Interdisciplinary initiatives
- Advice on questions of student academic and professional integrity
- Advice and support with regard to international education

Faculty may also refer students to Rackham for various types of support such as, fellowships and other financial assistance, writing and other workshops, diversity initiatives, and social events; and may nominate students for Rackham teaching and dissertation awards. In addition, Rackham promotes a sense of community in graduate education by bringing people together for presentations, discussions, and debate. The dean of the Graduate School also holds the appointment of vice provost for academic affairs-graduate studies. The dean ensures that the Graduate School meets its mission and represents the interests of graduate education in the Office of the Provost, throughout the University, and in national and international venues where graduate education policy and practice are discussed and debated. Faculty oversight of the Graduate School is provided by an elected Rackham Executive Board made up of the dean, a representative from each of the two regional campuses, and 12 Ann Arbor campus faculty members.

3.K University of Michigan Libraries and Museums (Ann Arbor Campus)

3.K.1 Libraries

Within the purview of the provost and executive vice president for academic affairs, the University of Michigan Ann Arbor campus library system is administered centrally through the University librarian and dean of libraries and is composed of the following locations:

- [Biological Station Library](#)
- [Buhr Shelving Facility](#), which includes [Michigan Publishing](#)
- [Duderstadt Center](#), including:
 - Art, Architecture and Engineering Library

- Digital Media Commons
- Imageworks
- Fine Arts Library
- MLibrary @ North Campus Research Complex
- Museums Library
- Music Library
- [Hatcher Graduate Library](#), including:
 - Area Programs
 - Asia Library
 - Clark Library
 - Faculty Exploratory
 - Knowledge Navigation Center
 - Papyrology Collection
 - Special Collections Library
- [Shapiro Library](#), which includes:
 - Askwith Media Library
 - Science Library
 - Tech Deck
 - Undergraduate Library

The University Library, which has direct oversight over these [libraries and collections](#), posts information about each of them on its website (e.g., about the library, the collections, contact information and location, staff listings, and news and events).

In addition, four major library units are maintained and administered separately from the University Library. They are:

- The [Kresge Business Administration Library](#), reporting to the dean of the Stephen R. Ross School of Business.
- The [Law Library](#), reporting to the dean of the Law School.
- The [Bentley Historical Library](#), which houses the Michigan Historical Collections and the University Archives, reporting to the provost and executive vice president for academic affairs.
- The [William L. Clements Library of Americana](#), reporting to the provost and executive vice president for academic affairs.

[Chapter XII. The University Libraries](#) bylaw 12.05 establishes a Libraries Advisory Committee to serve as a medium for discussion and advice concerning matters of common interest to the University library and to the Clements, Bentley, Law, and Business libraries.

The following independent libraries are also found on the Ann Arbor campus:

- [Lemuel Johnson Center](#) (Center for Afroamerican and African Studies)
- [Center for the Education of Women+ Library](#)
- [Foster Library](#) (LSA, Economics)

The librarians, curators, and archivists in these units usually report to the director of their particular University facility or the chair of their college department.

Independent libraries are located on the University's UM-Dearborn and UM-Flint campuses. The director of the [Mardigian Library](#) on the UM-Dearborn campus reports to the UM-Dearborn provost and vice chancellor for academic affairs. The director of the [Frances Willson Thompson Library](#) on the UM-Flint

campus reports to the UM-Flint provost and vice chancellor for academic affairs.

In addition, the Gerald R. Ford Library, a presidential library operated by the National Archives and Records Administration (an agency of the United States Government), is physically housed on the University's North Campus.

For more information on libraries, see handbook section [21.K "Libraries"](#) or [library locations and hours](#).

3.K.2 Museums

The following six museums on the Ann Arbor campus are administratively part of LSA:

- Museum of Natural History
- Herbarium
- Kelsey Museum of Archaeology
- Museum of Anthropology
- Museum of Paleontology
- Museum of Zoology

The directors of these museums are faculty members and are appointed by the dean of LSA. The museum curators are also faculty members and usually hold joint appointments as both curators and faculty within an academic department. The Herbarium and the Museums of Anthropology, Paleontology, and Zoology are research museums; the Kelsey is both a research and an exhibit museum, and the Museum of Natural History serves the public as an exhibit museum.

The Museum of Art, also on the Ann Arbor campus, is primarily an exhibit museum and reports to the provost and executive vice president for academic affairs.

There are many other museums and similar services on the Ann Arbor campus associated with the various units. See handbook sections [21.O "Museums and Galleries"](#), [21.P "Natural Areas"](#), [21.P.1 "Matthaei Botanical Gardens and Nichols Arboretum"](#), [21.P.2 "Forests/Reserves"](#), and [21.Q "Observatories and Planetariums."](#)

3.L Institutes and Centers

The University supports more than 100 centers and institutes, all of which have research, service, and in some cases, teaching missions, and are typically run by a director and an executive committee. As a general rule, institutes are separate administrative units reporting to a major University unit, whereas centers are units within a school or college or sometimes spanning several departments within a school or college. Many centers and institutes are established by the Regents on recommendation of the president ([Chapter VI. Schools and Colleges: Program Definitions](#) bylaw 6.03).

The Office of the Provost provides a [list of most centers and institutes](#) as well as material on [Best Practices for Centers and Institutes](#).

Faculty Roles in Governance

4.A General Principles

Faculty participation in governance promotes and encourages diversity of ideas, a sense of shared responsibility, collaboration, collegiality, and institutional excellence, and is essential to the well-being of the University. This chapter sets forth the principles for faculty governance at the University of Michigan and provides information about participation at both the unit and central levels. For further information on unit-level faculty governance, check with the departmental or collegiate unit. See the [Faculty Senate website](#) for further details on central faculty governance, which includes the University Senate, Senate Assembly, and the Senate Advisory Committee on University Affairs (SACUA).

4.B Principles of Faculty Involvement in Institutional and Academic Unit Governance at the University of Michigan Second Edition (2008)

A set of guidelines that describe and discuss the roles and responsibilities of the faculty in University governance, as based upon Regental Bylaws at the time, was generated through a joint effort of the University Shared Governance Task Force of the Senate Assembly and the Office of the Provost. [The final report](#) was accepted by the Senate Advisory Committee on University Affairs (SACUA) and endorsed by the Senate Assembly on March 17, 2008. Faculty members are encouraged to use this report as a basis for ensuring their effective participation in governance at all levels

4.C Unit-Level Faculty Governance Structures

The most immediate way by which faculty participate in the governance of the University is within appointment units. Faculty involvement in departmental, school, or college governance activities is essential to the University's teaching, research, and service missions.

In degree-granting units, the governing faculty is in charge of the affairs of that unit, except as delegated to executive committees, if any. The governing faculty, subject to the ultimate authority of the Regents, determines the unit's organizational structure and major operating procedures, such as departmental organization and committee structure, requirements for admission and graduation, and other educational matters, including grading regulations and class attendance. See Regents bylaws in [Chapter V: The Faculties and Academic Staff](#), 5.01, 5.02, 5.03.

Each unit has somewhat different procedures for its operations and vehicles for faculty participation, although the same principles of faculty participation in governance apply to all academic units. Consult the departmental chair, dean, or unit head for information about that unit's written rules and procedures for its governance and about participation opportunities. For further information about governing faculties, deans, and executive committees, see [Chapter 3 "Administrative Structure."](#)

4.D The Structure of Central Faculty Governance (Bylaws 4.01-4.08)

4.D.1 Faculty Senate

The [Faculty Senate](#) consists of all members of the professorial staff, the executive officers of the University, the deans of the schools and colleges, and those members of the research and library staff designated in accordance with standards and procedures approved by the Senate Assembly ([Chapter IV. The University Senate](#), bylaw 4.01). The Senate may adopt rules concerning its own government and procedure and concerning its officers and committees ([Chapter IV. The University Senate](#), bylaw 4.02). The Senate is authorized to consider any subject pertaining to the interests of the University and to make recommendations to the executive officers and to the Board of Regents. Decisions of the Senate with respect to matters within its jurisdiction constitute the binding action of the University faculties.

Generally, jurisdiction over academic policies resides in the faculties of the various schools and colleges. However, when actions by the several faculties affect University policy as a whole, or schools and colleges other than the one in which they originate, the Faculty Senate has jurisdiction. The Senate meets at least once a year.

4.D.2 Senate Assembly

The [Senate Assembly](#) is a central forum for representatives from all schools and colleges. It consists of members elected by the various schools and colleges on the Ann Arbor campus and the UM- Dearborn and UM-Flint campuses, apportioned according to the number of Faculty Senate members in each unit ([Chapter IV. The University Senate](#), bylaws 4.03 and 4.05).

The Senate Assembly serves as the legislative arm of the Faculty Senate. It considers important, central, and controversial issues of general interest to the University community. The Assembly has power to consider and advise regarding all matters within the jurisdiction of the Faculty Senate that affect the functioning of the University as an institution of higher education, that concern its obligations to the community at large, and that relate to its internal organization and involve general questions of educational policy ([Chapter IV. The University Senate](#), bylaw 4.04). The Assembly meets eight times a year on a monthly basis. Its meetings are open to all faculty members.

4.D.3 Senate Advisory Committee on University Affairs (SACUA)

The [Senate Advisory Committee on University Affairs](#) (SACUA) is the executive arm of the Faculty Senate and of the Senate Assembly. SACUA meets on a weekly basis and consists of nine members elected by the Senate Assembly for staggered three-year terms. On behalf of the Assembly, SACUA advises and consults with the president, the provost and executive vice president for academic affairs, and the executive officers of the University on matters of University policy. SACUA also coordinates and initiates governance activities and serves as an instrument for implementing the actions of the Faculty Senate and the Senate Assembly ([Chapter IV. The University Senate](#), bylaws 4.06, 4.07 and 4.08).

The Chair of SACUA is also the Chair of the Senate Assembly and the presiding officer of the Faculty Senate. In addition to responsibility as leader of the faculty, the Chair of SACUA meets regularly with the executive officers and serves as the faculty representative in their deliberations. Other SACUA members provide additional leadership for faculty governance activities and serve as liaisons with the various Senate Assembly committees. Under the provisions of bylaw 5.09 in [Chapter V. The Faculties and Academic Staff](#), SACUA, together with the Faculty Judicial Committee (Standing), exercises certain

designated responsibilities in cases of dismissal, demotion, or terminal appointment of tenured and tenure-track members of the faculty.

Last updated July 2020.

4.E Central Faculty Governance Committees

4.E.1 Senate Assembly Committees Advising Executive Officers and Vice Presidents

The following committees advise Executive Officers and Vice Presidents.

[Academic Affairs Advisory Committee](#) (AAAC): advises and consults with the Provost and Executive Vice President for Academic Affairs on policy and procedure issues of University concern. The Committee's input shall be sought and given in a timely manner so that faculty interests and input may be considered during the decision-making process. For more information, email the committee at aaac@umich.edu.

[Communications Advisory Committee](#): advises and consults with the [Vice President for Communications](#) concerning communications-related topics of interest.

[Financial Affairs Advisory Committee](#): advises and consults with the [Executive Vice President and Chief Financial Officer](#) concerning topics of interest related to University finance and infrastructure. For more information, email the committee at finaff@umich.edu.

[General Counsel's Advisory Committee](#): advises and consults with the [Vice President and General Counsel](#) concerning topics of interest related to University litigation and other legal matters of University concern. For more information, email the committee at gencoun@umich.edu

[Medical Affairs Advisory Committee](#) (MAAC): advises and consults with the [Executive Vice President for Medical Affairs](#) concerning topics with relevance to the medical enterprise at the University. For more information, email the committee at maac@umich.edu.

[Research Advisory Committee](#) (RAC): advises and consults with the [Vice President for Research](#) concerning topics of interest with relevance to the research enterprise at the University.

[Secretary of the University Advisory Committee](#) (SAC): advises and consults with the [Vice President and Secretary of the University](#) concerning topics of interest with relevance to the University Regents and operations. For more information, email the committee at: SA-Secretary@umich.edu.

[Student Relations Advisory Committee](#) (SRAC): advises and consults with the [Vice President of Student Life](#) concerning topics of interest at the intersection of faculty and student concern. For more information, email the committee at sturel@umich.edu.

4.E.2 Senate Assembly Standing and Special Faculty Committees

[Administration Evaluation Committee](#) (AEC): supports the evaluation of administrators by the faculty by the regular administration of a survey.

[Committee on Anti-Racism](#) (CAR): addresses the structural, procedural, cultural, and climate-related issues that contribute to systemic racism and racism experienced by faculty of color on the Ann Arbor, Dearborn, and Flint campuses.

[Committee on the Economic and Social Well-Being of the Faculty](#) (CESWF): considers topics such as campus climate and social well-being and other faculty-life issues.

[Committee for Fairness, Equity, and Inclusion](#) (CFEI): considers issues of inclusion for all populations on the three campuses including Ann Arbor, Dearborn, and Flint.

[Committee on Oversight of Administrative Action](#) (COAA): considers issues related to the [Equity, Civil Rights and Title IX Office](#) (ECRT) [now the Office of Institutional Equity], including the grievance process and implementation of sanctions.

[Davis, Markert, and Nickerson Academic Freedom Lecture Committee](#) (DMN): identifies speakers and facilitates logistics for the [annual DMN lecture](#).

Rules, Practice and Policies Committee: At the request of the Senate, Senate Assembly, SACUA, or another committee of Senate Assembly, the Rules Committee reviews and suggests modifications, if appropriate, in the “Rules of the University Senate, the Senate Assembly, and the Senate Advisory Committee on University Affairs” or other Senate Assembly legislation. For more information, email the committee at rules.committee@umich.edu.

Tenure, Promotions, and Professional Development Committee (TPP): advises Senate Assembly on questions regarding tenure policy; initiates studies of tenure questions; reports findings and recommendations to SACUA and Senate Assembly (not populated for 2021-2022). For more information, email the committee at tenure.committee@umich.edu.

4.E.3 Other University Committees with Faculty Members Recommended by SACUA

University Advisory Committees

- [Advisory Board on Intercollegiate Athletics](#)
- Military Officer Education Program
- Residency Appeals Panel
- [Honorary Degree Committee](#)

Last updated July 2020.

Appointments

5.A General Principles

At the heart of a great university is an outstanding faculty. Individuals join the faculty through rigorous appointment procedures. Many of the most important aspects of appointment procedures are unit specific (e.g., outlined at the school, college, or departmental level) and may also differ for instructional faculty and other types of faculty, as described in sections 5.B “Criteria for Appointment and Promotion

of Instructional Faculty” through 5.E “Librarians, Archivists, and Curators.” Nonetheless, some general principles are important, including the following:

Openness: Tenured, tenure-track, and certain other faculty positions for which units are seeking appointees must be posted and advertised or—in very special circumstances—a waiver of that posting and advertising must be obtained from the Office of University Human Resources. Posting, hiring, and notification of hiring decisions for librarians, archivists, and curators is governed by Article XX of the [LEO-GLAM collective bargaining agreement](#). Librarians, Archivists, and Curators are covered by the [LEO-GLAM collective bargaining agreement](#), which establishes the terms and conditions of their employment.

Faculty Participation: University- wide faculty committees regularly advise the president and the provost and executive vice president for academic affairs on personnel matters, as do the deans and executive committees of the schools and colleges. Searches to fill open faculty positions are usually conducted by faculty committees. A close working relationship between faculty members and the administration on matters concerning faculty appointments is encouraged.

Diversity: Merely meeting minimum affirmative action requirements is not sufficient to produce equal employment opportunity and a faculty of the highest quality. To achieve the heterogeneous pool of highly qualified, intellectually diverse candidates needed for faculty and academic administrative positions, the University engages in broad searches and vigorous recruiting. Through the [Provost’s Faculty Initiatives Program](#) (PFIP), the provost’s office assists the schools, colleges, and other academic units in their efforts to recruit and retain a world-class faculty. See [Chapter 2, “Diversity and Nondiscrimination.”](#)

Authority: Offers of employment of any faculty position can be made only by persons authorized by the University in accordance with the [Bylaws of the Board of Regents](#). Typically, each school, college, or other academic unit has specific procedures whereby the governing faculties, executive committees, and deans or directors decide on recommendations for offers of faculty appointments. On the Ann Arbor campus, unit recommendations for the faculty appointments included in the list provided below are forwarded to the provost and executive vice president for academic affairs for recommendation of approval, and then to the president:

- Professor (with or without tenure)
- Associate professor (with or without tenure)
- Clinical professor
- Clinical associate professor
- Research professor
- Research associate professor

For research scientists and associate research scientists, recommendations approved by the dean or director and executive committee are forwarded to the vice president for research for approval. At the UM-Dearborn and UM- Flint campuses, appointments are sent by the deans to that campus’ provost and vice chancellor for academic affairs, then to the chancellor, and finally to the president. The Board of Regents approves and appoints members of the instructional faculty with the rank of associate or full professor. Appointments of other members of the instructional faculty are reported to the board ([Chapter V: The Faculties and Academic Staff](#) bylaw 5.08).

5.B Criteria for Appointment and Promotion of Instructional Faculty

Specific appointment procedures as well as promotion schedules and standards vary from unit to unit, and many academic units have prepared statements about professional responsibilities, qualifications, and the criteria for appointment and promotion of instructional faculty. It is essential that all faculty members familiarize themselves with their unit-level statements. For the most part, however, these statements reflect and amplify the following general principles adopted by the Board of Regents:

Qualifications for Appointment and Promotion in the Several Faculties of the University of Michigan

Since the University of Michigan is responsible for maintaining high standards of teaching, research, and service to the people of the state in a wide variety of fields, it is essential that its faculties be composed of men and women with superior personal and professional qualifications. The following statement is issued for the guidance of administrative officers and of other members of the staff who are responsible for ensuring that all persons appointed or promoted in the several faculties are thoroughly qualified to discharge the duties of their respective positions.

1. Teaching. Essential qualifications for appointment or promotion are character and the ability to teach, whether at the undergraduate or the graduate level. Some of the elements to be evaluated are experience, knowledge of subject matter, skill in presentation, interest in students, ability to stimulate youthful minds, capacity for cooperation, and enthusiastic devotion to teaching. The responsibility of the teacher as a guide and friend properly extends beyond the walls of the classroom into other phases of the life of the student as a member of the University community. It also involves the duty of initiating and improving educational methods both within and outside the departments.
2. Research. All members of the faculties must be persons of scholarly ability and attainments. Their qualifications are to be evaluated on the quality of their published and other creative work, the range and variety of their intellectual interests, their success in training graduate and professional students in scholarly methods, and their participation and leadership in professional associations and in the editing of professional journals. Attainment may be in the realm of scientific investigation, in the realm of constructive contributions, or in the realm of the creative arts.
3. Service. The scope of the University's activities makes it appropriate for members of the [instructional faculty] to engage in many activities outside of the fields of teaching and research. These may include participation in committee work and other administrative tasks, counseling, clinical duties, and special training programs. The University also expects many of its [instructional faculty] to render extramural services to schools, to industry, to local, state, and national agencies, and to the public at large.

Appointment and Promotion

In making their recommendation for either appointment or promotion, the responsible departments and colleges will study the whole record of each candidate. To warrant recommendation for initial appointment, candidates must have given evidence either here or elsewhere of their ability to handle satisfactorily the duties of the positions in question. To warrant recommendation for promotions, candidates must have shown superior ability in at

least one phase of their activities and substantial contribution in other phases. Naturally, persons who make a distinguished contribution in all aspects of their work may expect more rapid promotion than persons of more limited achievement.

Promotion is not automatic nor does it simply depend on length of service. All promotions are recommended and made on the basis of demonstrated merit. The University endeavors to recognize distinguished performance by adequate increases in salary and early promotion. For this reason a call to another position is not by itself considered a sufficient reason for promotion but may be one of the factors to be taken into consideration in the timing of a promotion.

It is assumed that, as members of the [instructional faculty] mature in experience, they will become more effective teachers and scholars. To that extent the qualifications for appointment and promotion will be progressively more exacting at each successive rank. In particular, promotion to the rank of associate professor, which entails indeterminate tenure, will be approved only when a person has given such clear evidence of ability that they may be expected, in due season, to attain a professorship.

Adopted by the Board of Regents April 1935

Revised April 1954

For more information about promotions for instructional faculty, see [Chapter 6 “Tenure”](#).

5.C Instructional Faculty: Classifications

5.C.1 Tenure Track Faculty

The tenure track faculty classifications are described below. Note: Tenure track professorial faculty may also hold additional appointments, such as adjunct instructional faculty, adjunct professor, adjunct associate professor, adjunct assistant professor, adjunct instructor, or adjunct lecturer.

Professor and Associate Professor

The title of professor or associate professor is given only to persons of established professional position and demonstrated scholarly or creative ability. The difference between the two ranks is primarily one of achievement. Unless otherwise specified, appointments with these titles are with tenure. An appointment with either title may be made without tenure. Members of the tenured professorial faculty are appointed by the Board of Regents on recommendation of:

- the appropriate dean or executive committee, and
- at the Ann Arbor campus by the provost and executive vice president for academic affairs, or
- at the UM-Dearborn or UM-Flint campus by the chancellor, and
- on all campuses, by the president.

Assistant Professor

The title of assistant professor is given to persons of proven ability who have acceptable experience (a) at the rank of instructor at the University, instructor or higher at another institution, or (b) in professional

work. Appointments are without tenure but are tenure- track. They are appointed by the president and chancellor (UM- Dearborn and UM-Flint campuses) on recommendation of the dean and the executive committee of the appropriate school or college.

Instructor

The title of instructor is given to persons who hold a doctorate or its equivalent in professional experience, or who have completed a major part of the work toward a doctorate, and have shown evidence of special ability as a teacher or scholar. Appointments are made either for one term or, in the case of persons with proven ability, for not more than four years. Appointments are without tenure but are tenure- track. They are appointed by the president (Ann Arbor campus) or chancellor (UM-Dearborn and UM- Flint campuses) on recommendation of the dean and executive committee of the appropriate school or college.

Appointments to the regular instructional faculty with the title of professor and associate professor are made with tenure unless otherwise specified. Appointments as assistant professor or instructor may be for terms of up to four years and are without tenure. If the term of appointment is not specified, it is for one year. Instructor, assistant professor, associate professor, and professor appointments are tenure-track appointments. Tenure-track appointments of at least 80% effort accumulate time on the tenure clock. See handbook section [6.C "Tenure Probationary Period"](#) ([Chapter VI. Schools and Colleges: Program Definitions](#) bylaw 5.08; [SPG 201.13](#); [SPG 201.34-1](#)).

Regental approval is required for all tenured appointments and for non- tenured appointments of professors and associate professors. Only the regents have authority to grant tenure and thus no one except the Board of Regents has authority to promise tenure (bylaw 5.08). On the Ann Arbor campus, all promotions of regular instructional faculty require approval by the provost and executive vice president for academic affairs. At UM-Flint and UM- Dearborn campuses, the chancellor takes tenure recommendations to the president. See handbook [Chapter 6 "Tenure"](#).

5.C.2 Clinical Instructional Faculty

The following titles may be used for clinical instructional appointments: clinical professor, clinical associate professor, clinical assistant professor, clinical instructor, or clinical lecturer. Clinical instructional appointments are at appointment fractions of 50 percent or greater, and are without tenure.

The emphasis on these appointments is on clinical/practice and teaching skills. Criteria for clinical appointments should be consistent with those for regular instructional faculty to the extent applicable. Standards for promotion within the clinical track should follow the same protocols used for promotion of instructional-track faculty.

Appointments to the clinical faculty track are based on recommendations by the dean to the president for reporting to the Board of Regents. On the Ann Arbor campus, all appointments of clinical associate professors and clinical professors and all promotions to those ranks require the approval of the provost and executive vice president for academic affairs. Within the Medical School, approval of the executive vice president for medical affairs and dean is also required. At UM-Flint and UM-Dearborn campuses, the chancellor must approve appointments at the associate or full rank. Clinical appointments are not tenure-track appointments ([Chapter VI. Schools and Colleges: Program Definitions](#) bylaw 5.23).

An academic unit may be authorized to appoint clinical instructional faculty to support its instructional

program only if the school or college has adopted a policy authorizing such appointments in accordance with its bylaws and the policy has been approved by the appropriate provost, chancellor (UM-Flint and UM-Dearborn), president, and the Board of Regents.

Appointments to the clinical track are for a fixed term, cannot exceed seven years in duration, and may be renewed. The appropriate school or college will establish appointment and promotion criteria. The school or college bylaws may further define the rights and responsibilities of clinical faculty, consistent with the Regents' bylaws.

Clinical assistant professors, clinical instructors, and clinical lecturers are appointed by the president and chancellor (UM-Dearborn and UM-Flint campuses) on recommendation of the chair or director of the appropriate academic department or program and the dean of the appropriate school or college.

Clinical professors and clinical associate professors are appointed by the president and chancellor (UM-Dearborn and UM-Flint campuses), on recommendation of the chair or director of the appropriate academic department or program; the dean of the appropriate school or college; and the appropriate provost.

5.C.3 Lecturers

Under some circumstances, the University appoints lecturers who are not covered by the collective bargaining agreement between the University and the Lecturers' Employee Organization (LEO). For such appointments, the title of lecturer is given to persons who do not appropriately fall in the other ranks this policy describes.

Appointments are made either for one term or, in the case of persons of proven ability, for not more than four years, and are without tenure. They are appointed by the president and chancellor (UM-Dearborn and UM-Flint campuses) on recommendation of the dean and executive committee of the appropriate school or college.

Lecturer appointments are not tenure track, are always of a fixed duration, and are usually temporary appointments for one or two terms. In some cases, lecturer appointments may be for a longer period, not to exceed four years, and may be renewed.

5.C.4 Lecturers Covered Under a Collective Bargaining Agreement

This group of instructional faculty are lecturers who are covered by the [collective bargaining agreement](#) between the University and the Lecturers' Employee Organization (LEO), under Academic Human Resources (see Contracts).

5.C.5 Adjunct Instructional Faculty Covered Under a Collective Bargaining Agreement

Adjunct instructional faculty are covered by the collective bargaining agreement between the University and the Lecturers' Employee Organization (LEO) unless they also hold a tenure track professorial faculty appointment (see section 5.C.1 "Tenure Track Faculty" above).

Please refer to the [Agreement](#) between the University of Michigan and LEO.

5.C.6 Adjunct Clinical Instructional Faculty

To supplement the University's instructional program, any academic unit may appoint professional practitioners in the community or within the University at appointment fractions below 50 percent as adjunct clinical professors, adjunct clinical associate professors, adjunct clinical assistant professors, adjunct clinical instructors, or adjunct clinical lecturers.

Appointments as adjunct clinical instructional faculty are on an annual or shorter basis and are without tenure. The school or college will establish appointment and/or promotion criteria.

They are appointed by the president and chancellor (UM-Dearborn and UM-Flint) on recommendation of the dean and executive committee of the appropriate school or college.

Criteria for appointment to these ranks should be consistent with those for regular instructional faculty to the extent applicable. The specific conditions of these appointments, including the degree of participation in departmental affairs, are unit-specific. See [SPG 201.34-1](#).

The term "adjunct" is assigned to instructional faculty members in any rank whose primary employment responsibilities lie outside the University or in another capacity within the University. Appointments as adjunct instructional faculty are part-time, on an annual or shorter basis, and are not tenured appointments (bylaw [5.22](#)).

The term "adjunct clinical faculty" is assigned to professional practitioners in the community or within the University who assume teaching responsibilities in the regular curriculum (bylaw [5.23](#)).

As of January 1, 2008, 16 academic units on the Ann Arbor campus have established clinical tracks: A. Alfred Taubman College of Architecture and Urban Planning; Penny W. Stamps School of Art & Design; Stephen M. Ross School of Business; School of Dentistry; Marsal Family School of Education; School of Information; School of Kinesiology; Law School; College of Literature, Science and the Arts; Medical School; School of Music Theatre & Dance; School of Nursing; College of Pharmacy; School of Public Health; Gerald R. Ford School of Public Policy; and School of Social Work. On the UM-Flint campus, the School of Health Professions and Studies and the School of Education and Human Services have established a clinical track. Criteria and terms for clinical appointments are determined by the units and must be approved by the Regents.

5.C.7 Visiting Instructional Faculty

To supplement the instructional program at the University, individuals whose ongoing employment responsibilities lie outside the University at another institution of higher education may be appointed as visiting professors, visiting associate professors, visiting assistant professors, visiting instructors, visiting lecturers, visiting clinical professors, visiting clinical associate professors, visiting clinical assistant professors, visiting clinical instructors, or visiting clinical lecturers.

Appointments as visiting instructional faculty are for one year or less, may be extended only under unusual circumstances, and are without tenure. Visiting instructional appointments may be made at any rank but must be consistent with the individual's professional stature. The school or college will establish appointment criteria for this set of titles.

They are appointed by the president and chancellor (UM-Dearborn and UM-Flint) on recommendation of

the dean and executive committee of the appropriate school or college.

Criteria for appointment to these ranks should be consistent with those for regular instructional faculty to the extent applicable. The specific conditions of these appointments, including the degree of participation in departmental affairs, are unit-specific. See [SPG 201.34-1](#).

The term “visiting” is used for persons primarily identified with another institution of higher education who assume some teaching responsibility at the University of Michigan and for persons whose employment with the University will be explicitly temporary. The specific conditions of all these appointments are determined by each school and college, but usually these appointments are for one year or less and may be extended only under unusual circumstances. They are not tenured appointments. See [SPG 201.34-1](#).

5.D Research Faculty

5.D.1 Introduction

The term “research faculty” refers to persons appointed to titles in the research scientist and research professor tracks. Research faculty are members of the faculty whose primary effort is in research rather than instruction. Research faculty appointments are not tenure track appointments. The Institute for Social Research (ISR) is authorized to award “ISR Tenure,” offered at and secured by the resources of ISR. See Proceedings of the Board of Regents, November, 1968. However, a close correspondence is intended between the instructional ranks and the research faculty ranks, in both the criteria of competence and achievement and in the mechanics and procedures for applying these criteria in appointments and promotion ([Chapter VI. Schools and Colleges: Program Definitions](#) bylaw 5.24).

Research faculty are encouraged to participate in educational activities to the degree consistent with their research responsibilities. When appropriate, they may contribute to seminars, classes and symposia as may be arranged with the instructional department. In many cases, research faculty can assist in the research training of dissertation candidates or post-doctoral trainees. The manner in which instructional activities are included in determining promotion and advancement depends upon the policies of the individual units. See section 5.D.5 “Promotions of Research Faculty” for additional information about promotion.

Depending on the unit, research faculty appointments may be made in two separate tracks, the research professor track and the research scientist track.

On September 1, 2009, the Office of the Provost and the Office of the Vice President for Research (now the University of Michigan Office of Research, or UMOR) jointly adopted a University-wide set of [guidelines for the appointment and promotion of research faculty](#). Key changes to the guidelines include revised criteria for appointing and promoting research faculty, a time-in-rank limit of four years for research investigators, a required third-year review by the appointing school, college, or unit for assistant research scientists and research assistant professors, and a required six-year review by the appropriate central office(s) for assistant research scientists and research assistant professors. Contingent on approval from the Office of the Provost and UMOR, the schools, colleges, and other appointing units may add unit-specific procedures and processes to their appointment and promotion guidelines in an appendix to the required guidelines.

5.D.2 Research Scientist Track

The research scientist classifications are research scientist, associate research scientist, and assistant research scientist. Faculty in these ranks carry out research in an academic environment and may participate in instructional activities. Each school, college, and research unit that employs individuals on the research scientist track is required to have written guidelines, approved by the vice president for research, that outline the criteria for the appointment and promotion of research scientists. Appointment to all ranks of research scientist must follow the unit's guidelines. The vice president for research has delegated authority to the deans and major unit directors to appoint research investigators and to appoint or promote individuals to the rank of assistant research scientist.

Appointments at the associate research scientist and research scientist ranks require approval by the vice president for research before an offer may be extended. The administration of the research scientist track is the responsibility of the vice president for research, and appointment materials, promotion dossiers, and inquiries should be routed accordingly ([Chapter VI. Schools and Colleges: Program Definitions](#) bylaw 5.24).

5.D.3 Research Professor Track

The research professor classifications are research professor, research associate professor and research assistant professor. The provost and executive vice president for academic affairs and the vice president for research have delegated authority to the deans and major unit directors to appoint and promote individuals to the rank of research assistant professor. Appointments at the associate research professor and research professor ranks require approval by the provost and executive vice president for academic affairs (Ann Arbor campus) and by the vice president for research before an offer may be extended. The administration of the research professor track is the responsibility of the provost and executive vice president for academic affairs, and appointment requests, promotion dossiers, and inquiries should be routed accordingly ([Chapter VI. Schools and Colleges: Program Definitions](#) bylaw 5.24).

5.D.4 Supplemental Research Faculty ("Adjunct" and "Visiting")

Supplemental research faculty consist of all ranks of adjunct and visiting research faculty. The term "adjunct" is used in conjunction with research faculty appointees whose primary employment responsibilities lie outside the University or in another capacity within the University. The specific conditions appropriate for the use of adjunct titles are determined by each school, college and unit.

Continuation of appointments of adjunct research faculty is reviewed by the dean or director and the executive committee, if any, each year.

The term "visiting" is used in conjunction with research faculty ranks for appointees who participate in the research function and are identified primarily with another institution of higher learning. The specific conditions appropriate for the use of visiting titles are determined by each school, college or unit. The criteria applied in initial appointment recommendations conform to the criteria used in determining appointments to regular ranks.

5.D.5 Promotions of Research Faculty

As mentioned above in 5.D.1, the Office of the Provost and the UM Office of Research have jointly adopted a University-wide set of [guidelines for the appointment and promotion of research faculty](#).

Contingent on approval from the Office of the Provost and UMOR, the schools, colleges, and other appointing units may add unit-specific procedures and processes to their appointment and promotion guidelines in an appendix to the required guidelines.

Each employing unit provides a system of peer review prior to initial appointment and in awarding promotions. A promotion may be initiated by the employing unit or result from a request by a research faculty member. (SPG 201.13) In the research scientist track, promotions are approved by the vice president for research on recommendation by the chair of the department and the dean or director, and the executive committee where applicable.

Promotions of individuals on the research professor track also require the approval of the provost and executive vice president for academic affairs (Ann Arbor campus). In the Medical School, approval of the executive vice president for medical affairs and dean is also required.

5.D.6 Research Investigator

Research Investigators can move into Research Scientist or Research Professor levels equally. <https://facultyhandbook.provost.umich.edu/5-d-research-faculty/>

5.E Librarians, Archivists, and Curators

5.E.1 Librarians

Librarians at the University of Michigan hold academic appointments and are part of the faculty of the University ([Chapter VI. Schools and Colleges: Program Definitions](#) bylaw 5.01).

In recognition of the changing intellectual and technical information environment, libraries and archives are no longer viewed as only the physical repositories of knowledge but have evolved into intellectual learning centers. Librarians therefore have important educational, research, and service roles at the University. They provide bibliographic access and information services needed to support the programs of the University and to maintain the University's libraries as a resource; sustain an active interest in developments in librarianship; participate in appropriate professional meetings; and serve on library, University, and professional association committees. See handbook section [3.K "University of Michigan Libraries and Museums \(Ann Arbor Campus\)](#) for an overview of libraries and section [21.K "Libraries."](#)

On the Ann Arbor campus, the appointment of librarians in the University library is handled through the University Library Office of Human Resources. The supervisor interviews applicants and recommends appointment, subject to the approval of the department head, the appropriate deputy or assistant director or manager and the University Librarian and Dean of the Libraries, and in accord with Article XI of the [LEO-GLAM collective bargaining agreement](#). Similar appointment procedures are followed within the administrative structure of other independent libraries on the Ann Arbor campus.

Librarians are classified as:

- librarian
- senior associate librarian
- associate librarian
- assistant librarian

Classification of librarian positions in the four ranks is determined by the appointing unit University library and the Law Library through classification committees which make recommendations to their respective directors. In Kresge Library Services, the classification committee makes recommendations in consultation with the dean. The classification of librarian positions in other independent libraries and units on the Ann Arbor campus is done by the University Library Classification Evaluation Committee. Through these processes, all new positions in the respective units are evaluated to determine the appropriate classification and to review positions periodically for possible reclassification.

Some administrative positions, such as university librarian and dean of libraries, are outside this classification scheme are not included in the LEO-GLAM bargaining unit, and are appointed by and report to the Office of the Provost.

5.E.2 Archivists

Archivists within the University of Michigan hold academic appointments and are part of the faculty of the University ([Chapter VI. Schools and Colleges: Program Definitions](#) bylaw 6.01). Because of the changing intellectual and technical information environment, archives are no longer viewed as only the physical repositories of research materials but have evolved into intellectual learning centers. Archivists therefore perform a number of functions at the University, including educational, research and service roles. They provide research resources to students and faculty (as well as to the broader scholarly public), introduce users to the process of archive-based research, sustain an active interest in developments in related professional organizations, and serve on appropriate University and professional association committees. Article XI of the [LEO-GLAM collective bargaining agreement](#) governs Archivists appointments.

Archivists are classified as:

- archivist
- senior associate archivist
- associate archivist
- assistant archivist

Classification of positions in the four basic ranks is determined by the appropriate archival unit and University Human Resources. Because the Bentley Historical Library has the greatest number of archivists of any unit on the campus, its classification scheme is taken as a model. New positions within the archival ranks are usually defined in conjunction with the interested unit, the Bentley Library, and University Human Resources. Some administrative positions such as director of the Bentley Historical Library, fall outside the classification scheme, are not included in the LEO-GLAM bargaining unit, and are appointed by and report to the Office of the Provost.

5.E.3 Curators

Curators within the University of Michigan hold academic appointments and are part of the faculty of the University ([Chapter VI. Schools and Colleges: Program Definitions](#) bylaw 6.01). Though sometimes separately administered, the collections of the University are seen as an integral part of the academic mission of specific units on the campus, in education, research, and service. They provide materials considered integral to teaching and research. Curators convey a knowledge of specific collections that is essential to the processes by which these materials can be used. Curators sustain an active interest in developments in their respective professional roles. They participate in appropriate professional meetings and serve on University and professional associations. Article XI of the [LEO-GLAM collective bargaining agreement](#) governs Curator appointments.

Curators are classified as:

- curator
- senior associate curator
- associate curator
- assistant curator

Classification of positions in the four basic ranks is determined by the particular unit in consultation with University Human Resources. Recommendations are made to the particular unit head or chair. In the cases of academic units, a dean may be involved. New positions are determined by a similar set of consultations. Some administrative positions, such as director of the Museum of Art, are outside this classification scheme, are not included in the LEO-GLAM bargaining unit, and report to the Office of the Provost.

5.E.4 Promotions of Librarians, Archivists, and Curators

Participation in the promotion system is highly encouraged, but voluntary. The promotion process is governed by the [LEO-GLAM collective bargaining agreement](#), Article XII, Promotion of Librarians, Archivists, and Curators. Specific procedures for promotion may vary among the units. Librarians, archivists, and curators should consult their immediate supervisors for more information.

5.F Types of Appointments

5.F.1 Academic-year Appointments

These are commonly referred to as University-year appointments. See section [5.F.10 University Year Appointments/Academic Year Appointments](#).

5.F.2 Additional Appointments

Additional appointments are appointments that extend the term of service of faculty on University- year

appointments. Instructional faculty who are on university-year appointments may receive additional appointments not to exceed two months beyond the university-year appointment in Ann Arbor and UM-Flint or three additional months in UM-Dearborn. Exceptions may be allowed by the appropriate dean. ([SPG 201.04](#))

Librarians, Archivists, and Curators appointments may be eligible for additional appointments, in accord with Article XI in the [LEO-GLAM collective bargaining agreement](#).

5.F.3 Annual Appointments

Annual appointments are twelve-month appointments. Instructional faculty members on annual appointment perform academic duties for eleven months and receive one month of paid vacation.

5.F.4 Joint Appointments

Annual appointments are twelve-month appointments. Instructional faculty members on annual appointment perform academic duties for eleven months and receive one month of paid vacation. See handbook section [6.H "Joint Appointments."](#)

5.F.5 Librarians, Archivists, and Curators Appointments

Librarians, Archivists, and Curators are covered by a collective bargaining agreement that establishes the terms and conditions of their appointment. All positions in the bargaining unit are classified as either term appointment or regular appointment, as defined in Article XI in the [LEO-GLAM collective bargaining agreement](#).

5.F.6 Multi-year Appointments

Multi-year appointments are term appointments for more than one year. Instructors and assistant professors, and associate and full professors when appointed without tenure, may be appointed for terms of up to four years within the probationary period. Under the terms of the collective bargaining agreement with LEO, some Lecturer IVs may be appointed for up to five years. The term of appointment is established by the dean and executive committee in most schools and colleges. See also handbook section [6.D "Extensions of the Probationary Period for Childbearing, Dependent Care, or Medical Leave."](#)

5.F.7 Open-ended Appointments

Open-ended appointments are appointments that do not have a specified ending date. Tenured instructional faculty and most research faculty (including research scientists and research professors), librarians, curators, and archivists hold open-ended appointments. An open-ended appointment continues until the head of the employing unit requests a change.

5.F.8 Partial Appointments

A faculty member with less than 80% effort may wish to consider the impact of appointment level changes on [benefits](#). Also see [SPG 201.13](#) and section [6.I "Partial Appointments."](#)

5.F.9 Term Appointments (Closed-ended Appointments)

Term appointments are appointments for a fixed period of time. Adjunct and visiting instructional faculty appointments are always closed-ended appointments. Term appointments vary in length of time but are often for one or two years. Most lecturer appointments (and some adjunct appointments) are governed by the provisions of the collective bargaining agreement with LEO. A term appointment carries with it the same benefits and obligations as an open-ended appointment.

5.F.10 University-year Appointments (Academic-year Appointments)

The University conducts three full academic terms each year: fall (Term I), winter (Term II) and the spring and summer half terms (Terms III-A and III-B). A University-year appointment is composed of two of the three full terms. On the Ann Arbor and UM- Flint campuses, a University-year appointment is for nine months; on the UM- Dearborn campus, it is for eight months. A University-year salary is paid in twelve equal monthly installments. See handbook section [14.C "Salary Payments."](#)

5.G Appointments: Other Considerations

5.G.1 Conflict of Commitment in Faculty Appointments

A faculty member who accepts a tenure track or tenured position at the University of Michigan must resign from any tenure track or tenured position held at another institution of higher education prior to the start date of the U-M appointment(s). Exceptions to this policy must be approved by the dean and by the provost and executive vice president for academic affairs.

5.G.2 Dual Career Program

Many faculty members have partners who are accomplished professionals in their own right. Therefore, the University's ability to recruit and retain faculty often hinges on dual career partners' ability to find suitable employment or other career opportunities. In response, the University created the Dual Career Program, a collaborative effort that involves academic departments and programs, the school and college deans' offices, and the Office of the Provost. The program provides assistance to dual career partners of tenure-track and tenured faculty members. For more information about the program, faculty members should contact the appropriate department chair, program director, or dean, or see the Office of the Provost [dual career web page](#).

In addition, the College of Engineering, the College of Literature, Science, and the Arts, and the Medical School have created school/college dual career offices.

- [College of Engineering](#)
- [College of LSA](#)
- [Medical School](#)

The staff for these school/college programs and the dual career staff in the Office of the Provost work collaboratively.

5.G.3 Employment Oath

Faculty at the University of Michigan, by virtue of being employees of the State of Michigan, are required by law to subscribe to the following constitutional oath of office before beginning work: "I do solemnly swear (or affirm) that I will support the Constitution of the United States of America and the Constitution of the State of Michigan, and that I will discharge the duties of my position according to the best of my ability." ([SPG 201.17](#))

5.G.4 Favoritism/Nepotism

At the University there shall be neither favoritism toward nor discrimination against any individual in appointment, promotion, wages, hours, or other conditions of employment based upon that individual's being a "relative" of or having a close personal relationship or external business relationship to another person employed by the University, hereafter in this section referred to "relative" ([SPG 201.23](#)). If a faculty or staff member is to be assigned to a position that is under the supervision or control of a relative who has or may have a direct effect on the individual's progress or performance, or an individual is to be assigned to a position with the same immediate supervisor as a relative, a management plan must be devised and approved by the head of the unit (e.g., dean or director) and that of the unit's senior Human Resources officer. A management plan is also required when an individual already assigned to a position becomes a "relative" or a supervisor, subordinate, or someone who works for the same immediate supervisor.

For the purposes of this rule, the term "relative," when used with regard to family members is defined as a staff member's spouse or partner, daughter or son, grandparent, brother or sister, grandchild, aunt or uncle, niece or nephew (or the spouse of any of these) of either the staff member or the staff member's spouse, or any other related person who is part of the staff member's household.

Relationship to a staff member constitutes neither an advantage nor a deterrent to appointment by the University. It is only required that the individual meet and fulfill the standards appropriate to a University appointment. See [SPG 201.23](#), which includes procedures and handbook section [9.G, "Conflicts of Interest and Conflicts of Commitment."](#)

5.G.5 Fitness for Duty

A Fitness for Duty policy was adopted to help assure the safety and health of individuals in the University community and others with whom they come in contact while performing their duties; to establish procedures by which the University can evaluate an employee's ability to safely and competently perform his or her duties when a health or safety problem arises; and to comply with the Federal Drug Free Workplace Act. Safety is the primary objective of this policy. Therefore, a faculty or staff member may be

asked to have a fitness for duty evaluation only if it is determined that his or her behavior poses an imminent and serious safety threat to self or others. The policy spells out the procedures that must be followed when an individual is asked to have an evaluation. For additional information, see [SPG 201.15](#).

5.G.6 International Faculty

The University provides assistance in obtaining Temporary Work Visas (H-1) for international instructional faculty and will consult on procedures for obtaining permanent residency status. Hiring units are urged to contact the International Center before making an offer of employment to a non-U.S. citizen, but potential employees may also contact the International Center directly to discuss their current visa status and options that are available to them. ([SPG 402.01](#)) The International Center charges the unit a flat fee for processing H-1B and permanent resident visas. The U.S. Citizenship and Immigration Services also charges a fee, which is typically paid by the individual.

It is important to address visa issues promptly in order to avoid situations where individuals cannot secure necessary immigration documents in time to teach, conduct research, or fulfill other responsibilities because immigration status does not permit employment. For more information, see the [Center's website](#). The International Center has offices on both central campus and north campus, and can be contacted at icenter@umich.edu.

The University also has a large number of international students (F-1 and J-1 visas) and exchange visitors (J-1 visas), many of whom may be employed under certain conditions. For information about immigration status and employment eligibility of international students and visitors, contact the International Center main number and ask to speak to an international student and scholar advisor. See also handbook section [21.J "International Center."](#)

5.H Termination of Appointments

Faculty appointments can terminate for a variety of reasons. Whatever the situation, the University seeks to conclude the employment relationship in a way that fairly and appropriately recognizes the needs of both the faculty member and the University. See details in the following handbook sections.

- [Section 5.I "Resignations and Retirements"](#)
- [Section 5.J "Status of Appointments When Academic Programs are Discontinued"](#)
- [Section 5.K "Non-reappointment of Instructional Faculty "](#)
- [Section 5.L "Reduction in Forces/Termination"](#)
- [Section 5.M "Cessation of Funding for Appointments Supported by Grants and Contracts"](#)
- [Section 5.N "Termination for Cause"](#)
- [Chapter 19 "Retirement, Emeritus/Emerita Status."](#)

5.I Resignations and Retirements

5.I.1 Research Faculty, Librarians, Archivists, and Curators

It is requested that any individual in a research faculty (research professor or research scientist), librarian, archivist, or curator appointment (all ranks) who is resigning will give at least one month's notice to the employing unit. Because of required processing time, the University requests any individual

in this group who is planning to retire to give at least three months notice.

5.J Status of Appointments When Academic Programs are Discontinued

5.J.1 Instructional Faculty

- Existing procedures for notice of non-reappointment for non-tenured instructional faculty should be followed when a program is scheduled for discontinuation. The procedures are the same as those followed in the case of non-reappointment for any other reason.
- For Lecturers covered by a collective bargaining agreement, consult with the appropriate appointing unit and Academic Human Resources (<https://hr.umich.edu/about-uhr/service-areas-offices/academic-human-resources>)
- The maintenance of tenured faculty and of essential instructional and supporting services remains the highest priority of the University. If, however, at some future time, it should become necessary to release tenured faculty members within a program to be discontinued, every effort will be made to place tenured instructional faculty members in other suitable positions. This could include retraining if a reasonable period of retraining of the affected faculty member would qualify him or her for another position within the University.
- In cases where it is not possible to continue the appointment of a tenured faculty member, see the procedures listed in [Chapter V. The Faculties and Academic Staff](#) for further clarification.

5.J.2 Other Faculty

Existing procedures for reduction in the workforce will be followed for non-instructional faculty who are affected by the decision to close a program. See section [5.L "Reduction in Force/Termination."](#)

5.K Non-reappointment of Instructional Faculty

When a decision is made not to reappoint a member of the regular instructional faculty, the faculty member is notified as soon as possible, but in any event, not later than the minimum time period set forth in [SPG 201.88](#). These guidelines also apply in the case of a decision not to recommend tenure. Teaching appointments for supplemental instructional faculty (see, e.g., [SPG 201.34-1](#), Section II) are considered terminal appointments and notice of non-reappointment is not required. See also section [6.F "Non-reappointment of Tenure-Track Faculty."](#)

5.L Reduction in Force/Termination

5.L.1 Research Faculty

When a school, college, center, or institute decides that it is necessary to terminate the appointment of a research faculty member (research professor and research scientist tracks) during the term of appointment, a minimum notice of 90 calendar days is required regardless of length of service at the University. In such instances, the layoff procedures detailed in [SPG 201.72](#) must be followed. These procedures cover reduction in the work force, transfers after notification of layoff, layoff and recall. For

any such changes in employment status, the hiring unit must notify the research faculty member prior to taking any action, preferably as early as possible. This should be accompanied or followed by a written explanation. The notification is the responsibility of the administrative head of the unit in which the decision is made. In some instances, bridge funding may be available to cover temporary lapses in funded research. See handbook sections [5.M.2 “Research Professors”](#); and [5.M.3 “Research Scientists.”](#)

Supplemental (adjunct or visiting) research faculty appointments are considered terminal appointments, and notice of non-reappointment is not required.

5.L.2 Librarians, Archivists, and Curators

The University endeavors to provide stable employment for all its faculty members, including librarians, archivists, and curators. However, the University may find it necessary in certain situations to reduce its faculty for an indefinite period. If so, notice of at least 90 days should be provided. Layoff and Recall of Librarians, Archivists, and Curators are governed by Article XXIX of the [LEO-GLAM collective bargaining agreement](#).

5.M Cessation of Funding for Appointments Supported by Grants and Contracts

5.M.1 Instructional Faculty

Appointments of instructional faculty to positions paid in whole or in part from grants or limited term contracts are subject to the following specific provisions in the event that these funds cease. Those who were tenured before the funding ceased are restored to their tenured appointment status (including rank and appointment fraction) within the department. Those who held full or part-time positions paid from the general University funds before the outside funding ceased are restored to their previous status in the department for the remainder of the term of appointment at the appropriate departmental salary.

The appointments of individuals brought to the University to perform duties paid for from limited-term funds terminate when the funding ceases unless they receive other appointments ([Chapter V. The Faculties and Academic Staff](#), bylaw 5.08).

5.M.2 Research Professors

Research professors are encouraged to consult with their appointing unit for bridging support should their sponsored funding lapse. The decision to provide bridging support is at the discretion of the appointing unit. The provision of bridging support generally assumes the resumption of funding at the end of the bridging period.

Other criteria for support may include length of service at the university, importance of the research to the unit, endorsement of the dean or director, and availability of funds.

5.M.3 Research Scientists

Research scientists may be eligible to apply to their appointing unit for bridging support should their sponsored funding lapse. The decision to provide bridging support is at the discretion of the appointing unit. The provision of bridging support generally assumes the resumption of funding at the end of the bridging period.

Other criteria for support may include length of service at the university, importance of the research to the unit, endorsement of the dean or director, and availability of funds.

5.N Termination for Cause

5.N.1 Instructional Faculty

See handbook section [6.L “Termination for Cause.”](#)

5.N.2 Research Faculty, Librarians, Archivists, and Curators

Research faculty (research professor and research scientist tracks) may be dismissed for failure to meet the requirements of their position or for conduct that violates University policy or criminal law, or which interferes with the orderly and efficient operation of the University. The University expects that, when appropriate, these faculty members will be given an opportunity to change their conduct or attitude to avoid termination. ([SPG 201.12](#)) In situations of incompetence, they should be provided a full and complete understanding of the requirements and responsibilities of the position and an adequate opportunity, when appropriate, to reach the acceptable level of performance.

Discipline and dismissal procedures for librarians, archivists, and curators are governed by Article XV of the [LEO-GLAM collective bargaining agreement](#).

Tenure

6.A General Principles

The University of Michigan believes that tenure is an essential part of the guarantee of academic freedom that is necessary for University-based intellectual life to flourish. The grant of indeterminate tenure to faculty members represents an enormous investment of University, and societal, resources, and those who receive this investment do so only after rigorous review which establishes that their scholarship, research, teaching, and service meet the highest standards and are congruent with the needs of the University.

Tenure is awarded only to faculty with appointments in the instructional track. Faculty on the clinical and research tracks are not eligible for tenure. Faculty members must hold their tenured positions in full recognition of the responsibilities they owe the University, as well as the responsibilities the University owes them.

Tenure for the instructional faculty at the University is defined and governed by [bylaws 5.08 and 5.09](#). On the Ann Arbor campus, the administrative supervision of these bylaws rests in the Office of the Provost.

At the UM-Flint and UM- Dearborn campuses, the chancellors oversee the tenure process on their respective campuses. However, procedures for review for tenure are among the most unit-specific of all the procedures affecting faculty members. Those who come to the University without tenure must recognize that the tenure procedures of their department, school or college, or other unit are the crucial starting point in this process. Accordingly, faculty should familiarize themselves with those procedures and obtain a copy of their unit's written tenure guidelines from the dean. Some general principles and procedures, set forth below, do apply. ([SPG 201.13](#)) See also handbook section [5.B "Criteria for Appointment and Promotion of Instructional Faculty."](#)

Excellence: Faculty members are awarded tenure because they have distinguished themselves as scholars and teachers and show evidence that they will continue contributing at a very high level to scholarship, research, teaching, and service at the University of Michigan.

The Privilege and Responsibilities of Tenure: Faculty members who come to the University without tenure are not automatically entitled to tenure or to a review for tenure. Those who are offered tenured positions at the University, however, are entitled to its protections immediately upon arrival and must also assume the responsibilities of tenure. These responsibilities include the obligation to maintain high standards of teaching, scholarship, research, service, and professional conduct and to perform their responsibilities in accordance with University and other applicable policies and procedures.

The Protection of Tenure: The University safeguards academic freedom through its policy that no person who has been awarded tenure by the Regents or who has been employed by the University for a total of ten years at the rank of a full-time instructor or higher may, thereafter, be dismissed, demoted or recommended for terminal appointment without adequate cause and an opportunity for a review in accordance with bylaw 5.09, except pursuant to the Program Discontinuance Guidelines. See section [5.J "Status of Academic Appointments When Academic Programs are Discontinued,"](#) and SPG [601.02](#).

Authority: Tenure is awarded only by the Board of Regents upon recommendation by the appropriate dean (and executive committee when applicable), by the provost and executive vice president for academic affairs (Ann Arbor campus only), by the chancellor (UM-Dearborn and UM-Flint campuses only), and by the president. A decision to award tenure is not official unless and until it has been approved by the Board of Regents ([bylaw 5.08](#)). The authority for periodic reviews and tenure reviews resides with the individual schools, colleges, and departments.

6.B Criteria for Tenure

After the appropriate probationary period (see handbook section [6.C "Tenure Probationary Period"](#)), tenure may be granted to those instructional faculty members whose professional accomplishments indicate that they will continue to serve with distinction in their appointed roles. Tenure is awarded to those who demonstrate excellent teaching, outstanding research and scholarship, and substantial additional service, each of which must be relevant to the goals and needs of the University, college and department. The award of tenure is based on the achievement of distinction in an area of learning and the prediction of continued eminence throughout the individual's professional career.

6.C Tenure Probationary Period ("Tenure Clock")

The maximum probationary period of non-tenured instructional faculty consists of service with the University for a total of ten years in the rank of "full-time" instructor or higher ([bylaw 5.09](#) and

SPG [201.13](#)). (See “Appointment Fraction,” below, for the definition of full-time). This ten-year period constitutes what is commonly referred to as the University’s “tenure clock.” In practice, however, most schools and colleges review untenured faculty members for tenure in the sixth or seventh year of the probationary period. This period of time constitutes the school or college’s “tenure clock,” which may not exceed the University’s tenure clock.

Those who are not recommended for tenure are normally offered a one- year terminal appointment for the year following the review, which the faculty member must serve within the University’s ten-year tenure clock.

As explained below, up to two years may be excluded from the countable years of service that constitute the relevant tenure probationary period in the case of childbearing or dependent care. See also handbook section [16.C.4 “Family and Medical Leave Act.”](#) Tenure may be conferred after a shorter period than specified above, depending on the policies of the individual schools and colleges. It is possible for faculty to be hired with tenure depending on the credentials of the individual.

In determining how many years of service count toward the probationary period the following rules apply:

Title and Rank. The appointment must be a tenure-track, regular faculty appointment at the rank of instructor or higher. See handbook [Chapter 5 “Appointments,”](#) and [SPG 201.34-1](#). Periods of service in lecturer appointments or adjunct, clinical or visiting appointments do not count toward the tenure probationary period.

Appointment Fraction. The instructional-track appointment must be “full-time” within the University, which means an academic year or academic term appointment fraction of 80% or more. The appointment may be split between two or more instructional- track appointments as long as the total effort is at least 80%. ([SPG 201.13](#)).

Service. Each year of the appointment must be spent:

- in residence at the University of Michigan; or
- on paid duty off campus; or
- on Scholarly Activity Leave ([SPG 201.30-4](#)) for periods of one year or less unless the individual and the unit agree in writing to an exception to this provision at the time the leave is granted, and the exception is approved in writing by the Office of the Provost.
- On other forms of paid or unpaid leave.

Note: As the rules above indicate, periods of duty spent off campus or on scholarly activity leave are usually counted as part of the probationary period and therefore *do not* stop the tenure clock.

Changes in Appointment. Any change in title, rank, appointment fraction, or service that stops or starts the tenure clock requires the prior written approval of the Office of the Provost. See [SPG 201.13](#).

To clarify University policies that govern the timing of the tenure review, the provost’s office has created, [“Guidelines Regarding University of Michigan Policies that Govern Time to Tenure Review \(“The Tenure Clock”\) and Related Matters”](#) (Ann Arbor Campus).

6.D Extensions of the Probationary Period for Childbearing, Dependent Care, or Medical

Leave

6.D.1 Introduction

As described in more detail below, faculty who bear children, have dependent care responsibilities, or take medical leaves, may apply to have time excluded from the countable years of service that constitute the relevant tenure probationary period and/or may take a period of modified duties. Access to paid leaves is also available to support faculty and staff who welcome children by birth, adoption, foster care or legal guardianship (see, “Paid Maternity [Childbirth] and Parental Leaves,” [SPG 201.30-6](#)). In some instances, the leave is automatic upon request by a faculty member while in other instances the leave is discretionary to be determined by the appropriate dean. The right to the paid parental leave under [SPG 201.30-6](#) is automatic, but scheduling is at the discretion of the department.

Faculty are advised to check with their school or college for additional relevant policies. Faculty who benefit from one of these policies work throughout the tenure probationary period, carrying their usual range of responsibilities, except during those periods when they may be on modified duties, on extended sick leave, or other available leaves (e.g., Paid Maternity [Childbirth] and Parental Leaves, [SPG 201.30-6](#)). See handbook [Chapter 16, “Leaves, Absences, Holidays, Vacations, and University Closures”](#). Applications under these policies must be made to the dean of the relevant school or college, and implementation varies from unit to unit.

To promote University-wide consistency and record keeping, a copy of all requests and responses made under these policies must be forwarded to the [Office of Academic Human Resources](#) and, in the case of the UM-Dearborn and UM-Flint campuses, the chancellor.

6.D.2 Modified Duties for New Parents

To provide time to adjust to the demands of parenting newly born or adopted children, [SPG 201.93](#) (“Modified Duties for New Parents”) entitles professorial faculty members who meet the criteria described below, upon request, to a period of modified duties without a reduction in salary:

- Gives birth to a child, or becomes a parent of a newly born or adopted child (or children in the case of a multiple birth or adoption of more than one child simultaneously) under the age of six,
- Takes significant and sustained care-giving responsibility for the child (or children) during the period for which modified duties are requested as a single parent or, where there are two parents, that is at least as time-consuming as the care-giving responsibility of the faculty member’s spouse or partner, and
- Begins the period of modified duties within twelve months of the date of the relevant birth or adoption.

The relevant dean (or his or her designate), in consultation with the eligible faculty member, will determine the ways in which the faculty member’s duties will be modified. At a minimum the relevant school or college will make arrangements that relieve the faculty member from direct teaching responsibilities for the period of modified duties.

For faculty members with significant direct clinical responsibilities or limited teaching obligations, other modifications will be provided appropriate to their circumstances. Faculty on modified duties status will typically be expected to fulfill their other professional responsibilities during the period of modified

duties, including those responsibilities for which the faculty member is uniquely qualified, such as advising doctoral candidates. The relevant dean or department chair is responsible for making the necessary teaching arrangements (i.e., for replacement teaching during the period of modified duties or replacement clinical services).

Eligible faculty members may choose to take one term of modified duties for each event that adds a child or children to his or her family through birth or adoption. If both parents are employed in an eligible position at the University, each of them may choose to take a period of modified duties for each event that adds a child or children to their family by birth or adoption if both of them meet the other eligibility criteria. See [SPG 201.93 “Modified Duties for New Parents”](#).

In addition, and to support the University of Michigan’s commitment to faculty and staff as they balance family, professional and academic responsibilities, the university is committed to providing paid time off for parents who give birth and for other parents who support both the physical recovery associated with birth and also provides bonding time with children new to the family. For that purpose, the university provides paid maternity (childbirth) leave and paid parental leave. The university’s maternity (childbirth) leave policy provides up to six weeks of paid time off for recovery from childbirth. A separate parental leave benefit provides all eligible parents, including non-birth parents, with up to six weeks of paid time off to bond with a new child (whether the child joins the family by birth, adoption, foster care or legal guardianship). Eligible birth parents may use both leaves for a total of 12 weeks.

Faculty who are eligible to take a period of modified duties may either do so or take parental leave instead. For more information, see [SPG 201.30-6](#). A period of modified duties does not, by itself, affect a faculty member’s tenure probationary period. The relevant complementary policy is [SPG 201.92: *Tenure Probationary Period: Effects on Tenure Clock of Childbearing and Dependent Care Responsibilities*](#), which provides guidelines about excluding time from the years of countable service that constitute the tenure probationary period due to the effects of pregnancy, childbirth, or related medical conditions or due to the demands of dependent care.

6.D.3 Stopping the Tenure Clock for Childbearing or Dependent Care

Childbearing

In recognition of the effects that pregnancy, childbirth, and related medical conditions can have upon the time and energy a woman has to devote to her professional responsibilities and thus her ability to work at the pace or level expected to achieve tenure, a woman who bears one or more children during her tenure probationary period shall, upon written request to the relevant dean, or in the case of the Dearborn and Flint campuses, the relevant provost, be granted an exclusion of one year for each event of childbirth from the countable years of service that constitute such tenure probationary period, up to a maximum of two years.

Dependent Care

Also, the demands of caring for dependents (such as children¹, including newly adopted children; ill or injured partners; or aging parents) may seriously affect the time and energy faculty have to devote to their professional responsibilities during the tenure probationary period. In recognition of the difficulty of combining an academic career with such dependent care demands, a faculty member in such circumstances may, upon written request to the relevant dean, or, in the case of the Dearborn and Flint campuses, the relevant provost, be granted an exclusion of one year for each dependent care request

from the countable years of service that constitute that individual's tenure probationary period, up to a maximum of two years.

Additional information about this topic is found in [SPG 201.92](#).

6.D.4 Medical Leave

If an untenured faculty member suffers a serious illness and receives an approved extended sick leave, the faculty member may, upon written application to the relevant dean and with the approval of the provost, be granted an exclusion of that period of illness (up to one year) from the countable years of service that constitute that individual's tenure probationary period. ([SPG 201.13](#)) For more information on sick leaves, see handbook [Chapter 16 "Leaves, Absences, Holidays, Vacations, and University Closures"](#) and [SPG 201.30-1](#).

6.E Pre-tenure Reviews for Tenure-track Faculty

Units must conduct interim reviews of full-time non-tenured regular instructional faculty members with the rank of instructor or higher. These reviews must take place no later than the third year of the pre-tenure period. Interim reviews need not include external inquiries and appropriately may be less exhaustive than tenure reviews. Faculty members should check with their dean or director for information about unit-level policies and procedures for these reviews and obtain a copy of any written guidelines. See [SPG 201.13](#).

Recommendations to reappoint or not reappoint non-tenured members of the regular instructional faculty are made by the department chair or the dean, but should be based on reviews that include formal faculty involvement, rather than being based solely on individual determinations of the chair or dean. See [SPG 201.13](#).

6.F Non-reappointment of Tenure-track Faculty

When there is a decision by a department, division, school, or college not to recommend reappointment or tenure, the faculty member should be notified of that decision in writing as soon as possible. Faculty members should be offered the opportunity to discuss the decision at their request. The notification is the responsibility of the administrative head of the unit or department in which the decision is made.

Guidelines for giving notice of non- reappointment, as set forth in [SPG 201.88](#), are listed below. These are minimum requirements; school or college procedures may provide for earlier notice.

Regular instructional faculty members with one year of continuous service or less shall be given notice of non- reappointment at least three months before the scheduled expiration of that appointment.

Regular instructional faculty members with more than one year but less than two years of continuous service shall be given notice of non-reappointment by December 15 if the appointment expires at the end of the following winter term. In cases of appointments terminating at other times, notice will be given no later than five months before the

termination date.

Regular instructional faculty members whose years of continuous service have extended beyond two years shall be given notice of non-reappointment not later than September 15 of the fall term of the last academic year of the appointment. If the appointment is scheduled to terminate at some time other than the end of the winter term, notice of non-reappointment shall be given no later than nine months before the end of that appointment.

(Supplemental instructional faculty appointments are considered to be terminal, and notice is not required; see handbook subsection [5.C.3 "Lecturers."](#))

6.G Guidelines Related to Tenure Reviews

The Office of the Provost requires that before any decision is made within an academic or research unit to recommend promotion to a tenured appointment, the faculty member should be notified that the question is under consideration and encouraged to see that the files to be reviewed contain current and relevant material.

A faculty member may request a tenure review at any time, but the decision to conduct a tenure review is within the discretion of the chair or dean, according to the policy of the school or college. Often, the review for tenure is conducted during the faculty member's sixth year of appointment, but there are variations among schools and colleges.

The tenure review must include a careful examination of the candidate's credentials and performance and should be conducted by a committee of the faculty. The review must incorporate both internal and external evaluations. [SPG 201.13](#) details procedures relevant to tenure decisions.

Tenure recommendations to the dean should be made by a committee, the majority of whom are tenured members of the school or college faculty. Tenure recommendations that are to be forwarded to the Regents shall proceed according to [bylaw 5.08](#).

Tenure recommendations and other tenure decisions of the school or college should be communicated to the candidate in writing in a timely fashion. Instructional-track faculty members who have not been recommended for tenure after a tenure review are normally offered a one-year, terminal contract for the next year, their last year at the University.

In 2002 the Office of the Provost endorsed a set of [guiding principles for tenure review](#) at the University, based on recommendations from several faculty committees.

6.H Joint Appointments

One of the University of Michigan's great strengths is its commitment to help faculty move across disciplinary boundaries to undertake innovative intellectual, scientific, and artistic endeavors and to create new knowledge. When a faculty member's sense of academic "home" crosses disciplinary boundaries, he or she may establish and maintain two or more academic bases.

A joint appointment occurs when a faculty member holds appointments in more than one unit (for example: in two academic units; in an academic unit and a research unit; or in an academic unit and an

administrative unit) (see, e.g., [SPG 201.10](#) (“Administrative Department”).

The Office of the Provost has developed a set of [guidelines for joint academic appointments](#), with contributions from associate deans and deans. The purpose of the guidelines is to assist deans, directors, and department chairs in helping faculty members who hold joint appointments to succeed and thrive as scholars at the University of Michigan.

Unless otherwise mutually agreed upon by all parties (the faculty member and all deans and chairs or directors of the appointing units), a primary unit should be identified for each faculty member. [SPG 202.10](#) – “Administrative Department.” The policies and practices of that primary unit will usually govern any subsequent review process and decision regarding the awarding of tenure to that faculty member. In such cases, the tenure granted may be associated with only one of the appointments. In instances where tenure could be awarded in more than one unit, the policies and practices of each unit will usually govern the review processes and decisions regarding the awarding of tenure in each particular appointing unit. See [SPG 201.13](#).

Year-to-year fluctuations in actual assignments across different appointing units do not change a unit’s responsibility for the faculty member’s tenured appointment fraction. That is, the fraction of the appointment that is formally tenured in any given unit is the portion of the appointment that is afforded the protections of tenure. See [SPG 201.13](#). If tenure in a unit is associated with a partial appointment, the University is not obligated to increase the percentage of the individual’s tenure-track appointment.

6.I Partial Appointments

A partial appointment is an appointment that is less than 100% effort. If the instructional track portion of a partial appointment is less than 80% effort, the University “tenure clock” does not run during the time the appointment is below 80%. Any changes in title, rank, or appointment fractions that start or stop the tenure clock require the prior written approval of the provost and executive vice president for academic affairs. See [SPG 201.13](#) and handbook section [6.C “Tenure Probationary Period.”](#)

6.J Tenure: Campus Location

All of the foregoing principles, policies and procedures relating to tenure are applicable in all schools, colleges, and departments on all campuses. An instructional faculty member’s tenure is specific to the campus (Ann Arbor, UM- Dearborn, UM-Flint), school/college, and where applicable, department in which it is granted. Any subsequent changes affecting the location of the instructional faculty member’s tenure appointment must be agreed to in writing by the University and the tenured instructional faculty member. The Regents’ communication establishing the appointment delineates the title and location of tenure (i.e., department, unit, and campus) that correspond to that appointment.

In any case in which the position of the instructional faculty member with tenure has been eliminated or has been removed from the jurisdiction of the University, the University will make reasonable efforts to place the faculty member in a comparable position elsewhere in the University. See [SPG 601.02](#) and handbook section [5.J “Status of Appointments When Academic Programs are Discontinued.”](#)

6.K Professional Responsibilities

The privilege of a faculty appointment brings with it commensurate responsibilities: responsibilities to serve students, colleagues, and the University, as well as academe and society; to hold oneself to high standards of teaching, scholarship, research, and service; and to adhere to high standards of professional integrity and conduct. Integrity in scholarship, research, and teaching is a fundamental value upon which the University is founded.

Without integrity, we could not justify the privilege of academic freedom intrinsic to scholarship, research, and education, nor could we provide to society the advancements of knowledge that derive from open inquiry. It is, therefore, a fundamental responsibility of the faculty to abide by University and professional standards of academic and research integrity. See handbook section [7.C “Norms, Policies, and Regulations Guiding Scholarship and Research.”](#)

Professional responsibility also requires conduct that is in accord with all University policies, and state and federal laws and regulations. This includes, but is not limited to, policies and laws on the proper use of University funds and conflict of interest (see section 9.G “Conflicts of Interest and Conflicts of Commitment”), use of animals and human subjects in research (see handbook subsection [7.C.9 “Use of Human or Animal Subjects”](#)), occupational safety (see handbook section [18.H “Campus Health and Safety”](#)), discrimination (see handbook [Chapter 2 “Diversity and Nondiscrimination”](#)), and sexual harassment (see handbook [Chapter 11 “Sexual and Gender-Based Misconduct”](#)). See also handbook [Chapter 9 “Faculty as Representatives of the University/Service.”](#)

Failure to maintain these standards may be sufficient cause for a faculty member to be subjected to disciplinary action, up to and including dismissal from the faculty under [bylaw 5.09](#) or other applicable procedures.

6.L Termination for Cause

[Bylaw 5.09](#) outlines procedures governing dismissals or demotions of tenured faculty and tenure-track faculty during the term of their appointment. Instructional faculty covered by the collective bargaining Agreement with the Lecturers’ Employee Organization (“LEO”) are subject to the Discipline and Dismissal provisions of that Agreement. Instructional faculty members are obligated to maintain high standards of teaching, scholarship, research, service, and professional conduct. A recommendation of dismissal, demotion, or terminal appointment may be made on the basis of demonstrated misconduct in teaching or research, substantial and manifest neglect of duty, and/or personal conduct that substantially impairs the individual’s fulfillment of institutional responsibilities; this includes acts involving moral turpitude or professional or scholarly misconduct.

6.M Applicability of Tenure to Research Faculty, Librarians, Curators, Archivists, and Clinical Faculty

Research faculty (research professor and research scientist tracks), librarians, curators, archivists, and clinical faculty are not tenured. In some instances, however, research professors and research scientists may be eligible for bridge funding should sponsored funding lapse. See handbook section [5.M “Cessation of Funding for Appointments Supported by Grants and Contracts.”](#) Librarians, archivists, and curators, who are included in the LEO-GLAM collective bargaining unit, serve a one- year probationary

period. Research professors and research scientists may also hold instructional appointments, and if so, the portion of the appointment held in the instructional units may be tenured.

Scholarship and Research

7.A General Principles

The original works of the faculty— whether research, scholarship or other creative activities—are vital contributions to the mission of the University of Michigan. These endeavors enhance the teaching by the faculty, enrich the educational experience of the undergraduate students, provide the forum for the training of students pursuing graduate education, and contribute to the missions of advancing knowledge and serving the public. Details about most aspects of research at the U-M can be found at the U-M [Office of Research website](#), referred to throughout this chapter. Questions about the website should be directed by e-mail to UMresearch@umich.edu.

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7.B Scholarship and Research Support for Faculty

7.B.1 Departments

Both informal and formal collaborations with faculty colleagues can be important sources of support for research and scholarly initiatives. In addition, department chairs have an important role in fostering the research, scholarship, and other creative activities of faculty members through a variety of activities, including support for proposal development. Department chairs have a formal role in the project proposal process by certifying the allocation of space and effort for faculty when they are submitting a proposal for external funding.

7.B.2 Schools and Colleges

Most schools and colleges at the University employ an individual whose duties include enhancement of the research, scholarship, and other creative activities of the faculty members in the school or college. Sometimes this individual is a research associate dean (RAD); in other instances, these responsibilities are assigned to the director of a research unit within the school or college. These unit administrators help explore and develop new opportunities for faculty work, maintain and expand the infrastructure, approve cost-sharing commitments, establish policies concerning some aspects of scholarly activity, and assist with other aspects of project development and administration. Faculty contemplating the development of proposals for University or external funding should begin their exploration of funding sources by consulting the appropriate unit administrator. For the name of a unit's RAD or research administrator, consult the U-M research website listed in section [Chapter 7](#), section 7.A "General Principles", or contact the appropriate dean's office.

7.B.3 Financial Operations

Business services for sponsored projects are provided by Financial Operations, which are offices reporting to the University controller and under the executive vice president and chief financial officer. Financial operations establishes accounts to assist with the orderly expenditure of funds from internal or external sources and provides regular statements of accounts. Details about the functions, procedures, and staffing of the [Sponsored Programs section of Financial Operations](#) are available from its website.

7.B.4 Office of Research and Sponsored Projects (ORSP)

ORSP assists faculty and staff members in all aspects of externally funded research projects and other scholarly activities, including the identification of a potential sponsor and preparation of a proposal, assistance with various administrative issues that may arise during the course of the project, and submission of the closing documents. ORSP project representatives serve as liaisons with specific groups of sponsors. In this way, they can keep apprised of agency policies and programs in technical, scientific, and scholarly fields and can devote attention to the specific requirements of the sponsoring agencies. ORSP is located in Wolverine Tower, 3003 South State, First Floor (phone: 764-5500; fax: 764-8510).

7.B.5 UM Office of Research

The UM Office of Research (UMOR) promotes and advocates for research, scholarship, and other creative activity; supports the development of infrastructure and administrative systems; and establishes policy guidelines for conduct of research and scholarly activity at the University. UMOR staff in Washington, D.C., monitor Congressional and agency activity and budgets, provide assistance in identifying emerging research initiatives, assist faculty who wish to interact with elected officials and federal policy-makers, and meet with faculty who have questions and concerns on funding and policy issues. The vice president for research has primary responsibility for overseeing research policy development, administering externally sponsored activities by faculty members as authorized by bylaw [2.07](#), and guiding any misconduct investigations that may be required. The vice president for research also provides administrative oversight of several research and internal service units. The University of Michigan Transportation Research Institute (UMTRI) and the Institute for Research on Women and Gender (IRWG) are examples of research units; the **Office of Research and Sponsored Project (ORSP)** and the Business Engagement Center (BEC) are examples of internal service units.

Faculty members serve on several committees that advise the vice president for research in formulation of policy or administration of research and scholarship, including the Conflict of Interest Review Committee, Institutional Review Boards (IRBs) for Human Subject Research, Research Policies Committee (RPC), and the University Committee on Use and Care of Animals (UCUCA). Membership of these committees and their functions are provided on the research website.

Honesty, candor, openness, and integrity are guiding principles that faculty members are expected to adhere to in all of their academic activities, including research and scholarship. Faculty members are also the primary source of guidance for responsible research practices among students and employees. Policy on the integrity of scholarship and procedures for investigating allegations of misconduct in the pursuit of scholarship and research sets forth for all members of the University community a code of conduct that has a specific reference to research activity. The policy is available on the website of the

Office of Research < <http://research-compliance.umich.edu/research-integrity>>.

The UMOR sponsors the online Program for the Education and Evaluation in Responsible Research Scholarship (PEERRS), a web-based instruction and certification program for members of the University community engaged in or associated with research <my.research.umich.edu/peerrs/>. (SPG [303.01](#)) In addition, UMOR's website lists additional educational opportunities in the responsible conduct of research at <<http://research-compliance.umich.edu/>> under Compliance Training and Guidance.

7.C Norms, Policies, and Regulations Guiding Scholarship and Research

7.C.1 Introduction

Honesty, candor, openness, and integrity are guiding principles that faculty members are expected to adhere to in all of their academic activities, including research and scholarship. Faculty members are also the primary source of guidance for responsible research practices among students and employees.

The University is committed to promoting a culture of safety among faculty, staff, students, and visitors; providing a safe and healthy place to work, study, live, or visit; and to protecting the natural environment. The University is committed to complying with all applicable workplace safety, health and environmental rules and regulations. The University academic, research, clinical, student, and operations units will assess the safety and environmental impact of projects/activities and will implement strategies that support successful education and research while respecting and caring for the environment, without compromising the ability of future generations to meet their needs.

Faculty play an essential role in creating a culture of safety in laboratories and other research and educational settings. [Section 605.01 of the Standard Practice Guide](#) provides critical information about faculty responsibilities for safety.

U-M's Comprehensive Compliance Program

U-M faculty, staff, and students engage in almost every activity imaginable—including, but by no means limited to, scholarship and research. For this reason, the scope of laws that apply to those activities is extensive, which makes it a challenge to understand and comply with them.

With direction from the president and the executive leadership team, the Office of the Vice President and General Counsel has created a comprehensive compliance program for the University. The goal of this overarching effort is to map U-M's legislative and regulatory compliance obligations and activities from an institutional perspective, and to make information about the U-M's obligations accessible and to identify and help to address any gaps that exist in how the University is managing its obligations.

In the area of scholarship and research, for example, the "Procedures for Investigating Allegations of Misconduct in the Pursuit of Scholarship and Research" sets forth for all members of the University community a code of conduct that has a specific reference to research activity. The text of the policy is available from the Office of the UM Office of Research (UMOR) or on the Web at <<http://research-compliance.umich.edu/federal-policies-research-misconduct>>.

In addition, University of Michigan Office of Research (UMOR) sponsors the online Program for the Education and Evaluation in Responsible Research Scholarship (PEERRS), a web-based instruction and certification program for members of the University community engaged in or associated with research

my.research.umich.edu/peerrs/.

UMOR 's website also lists additional educational opportunities in the responsible conduct of research at <http://research-compliance.umich.edu>.

Compliance Resource

To make faculty and staff aware of the laws that apply to their activities and what people must do to meet them, the University created the online [Compliance Resource Center](#).

The information provided by the center addresses the University's core areas of activity: research, teaching, health care, and athletics. One section of the website deals specifically with the important topic of conflict of interest and conflict of commitment. With regard to support functions, the site covers such key areas as people, safety, the environment, taxes, financials, facilities and other infrastructure, international activities, and information management. The site also provides information about how to register concerns about situations where the University may not be fulfilling its compliance responsibilities.

7.C.2 Conflicts of Interest and Conflicts of Commitment (Sponsored Research)

The potential for conflicts of interest or commitment can arise in a number of different situations; for a general discussion of the topic and a list of applicable University policies, see section [9.G "Conflicts of Interest and Conflicts of Commitment."](#)

In the context of sponsored research, conflicts of interest most frequently occur when there are overlapping financial interests. Faculty members are responsible for disclosing significant financial interests or management positions that may arise from relationships with sponsors or other outside entities; this may also include disclosure of financial and management interests of the faculty member's immediate family. See "[Policy and Procedures for Dealing with Financial and Outside Management Conflicts of Interest in Sponsored Projects and Technology Transfer](#)." The Proposal Approval Form (PAF), discussed in section [7.E.3 "Submission of Proposals"](#), requires certain certifications and disclosures, including disclosures regarding any significant financial interest or absence thereof. The policy and disclosure form are available on the research website.

A review procedure that involves a faculty committee is in place to review significant financial interests related to sponsored projects. If appropriate, the committee will devise and oversee mechanisms to manage any serious conflicts. In addition, advice is available from unit administrative offices or from the Office of the Vice President and General Counsel. Additional requirements may be composed by specific funding agencies.

7.C.3 Consulting/Work Outside the University

The University encourages faculty involvement in outside activities, including consulting, if this contributes to the intellectual enrichment of faculty members and their students and serves the University as a whole. It is important that these relationships, with regard to time spent and fees earned, stay in balance with other faculty obligations of teaching, research and scholarship, and service to the University and society, and that they not present a conflict of interest or a conflict of commitment. **All full-time faculty members must obtain approval from the appropriate University authority, usually the**

dean or director of the academic unit, when contemplating outside employment during the academic year (bylaw [5.12](#); SPG [201.65-0](#)). See also section [9.E “Working Outside the University,”](#) and section [9.K “Use of University Equipment and Property.”](#)

7.C.4 Cost Accounting Standards

Cost accounting practices must be consistent for all University activities. Adherence to University cost accounting procedures has significant implications for the preparation and approval of budget materials in all proposals to federal sponsors. Faculty should consult with the appropriate unit administrator or a ORSP project representative if they have questions regarding the application of these cost accounting standards to specific project budgets or federal sponsoring agencies.

7.C.5 Direct and Indirect Costs

Direct costs (such as salaries, equipment, supplies, and travel) can be identified and attributed to a specific project. Indirect costs (such as costs associated with use of buildings and equipment, library and computing expenses, and sponsored project administration) are common to projects, programs, or activities of the institution and cannot be easily attributed to specific projects.

The determination of direct and indirect costs on federal projects is guided by the federal Office of Management and Budget (OMB), as described in [OMB Circular No. A-21: Uniform Guidance Cost Principles](#). See also SPG [303.02](#). Non-federal funding sources may have different policies. Unit administrators or ORSP project representatives have information about policies of specific funding agencies.

7.C.6 Interdisciplinary Activity

Interdisciplinary and multidisciplinary activity is one of the great strengths of our University. The UM Office of Research, in collaboration with the deans and other faculty, is especially committed to nurturing activity by faculty who work at and across disciplinary boundaries. The Horace H. Rackham School of Graduate Studies also promotes and facilitates [interdisciplinary workshops](#) and joins people from across the institution in ways that allow them to experience and take advantage of the University as a scholarly community, for example through presentations, discussions, and debate. While departments, as they should, encourage graduate students to focus their scholarly efforts, the Graduate School seeks to remind them that they are part of a much larger intellectual endeavor.

7.C.7 Openness in Research Agreements

Openness in research agreements is such an important value that the Regents adopted a policy in 1987 to guide the University’s consideration of any secrecy stipulations by a sponsor of research or scholarship. It is an absolute requirement of the Regental policy that the University will accept no research agreement that restricts its freedom to disclose the agreement’s existence, scope, and purpose. The policy statement is available through SPG [303.01](#) and the research website under “Policies and Research Responsibility/[U-M Policies in “Openness in Research.”](#)

7.C.8 Procurement Integrity in Federal Contracts

Federal law regulates the procurement of federal contracts with a value of more than \$100,000. Since the law applies to federal contracts as opposed to federal grants, most faculty proposals for external research sponsorship are not affected. For additional information, consult the ORSP project representative.

7.C.9 Use of Human or Animal Subjects

The University enforces high standards for the appropriate use of human or animal subjects in research. No such use may begin without approval of the appropriate University oversight committee. On the Ann Arbor campus, committees charged with this responsibility include the [Human Research Protection Program \(HRPP\)](#), the [Institutional Biosafety Committee \(IBC\)](#), and the [University Committee on Use and Care of Animals](#).

Faculty members are responsible for ensuring that their own research with human subjects and that of the students they supervise are reviewed by the relevant committee and that the research is conducted in conformance with approved plans. Respect for participation through appropriate consent and privacy provisions, minimization of risk, a favorable risk/benefit balance, equitable selection of subjects, and protection of vulnerable populations are the major criteria considered by oversight committees. (See [UMOR Committees](#).)

Researchers who use animals in their studies are required to maintain regular contact with the [Unit for Laboratory Animal Medicine \(ULAM\)](#). This unit is responsible for the supervision and coordination of the animal care program and for assuring compliance with federal regulations. It is also an educational resource.

7.C.10 Compliance in Health Care

The compliance program at UMHS reflects its commitment to maintain the highest ethical standards and to comply with all applicable laws, policies, rules and regulations. Detailed information about [UMHS's compliance program](#) is available at on their website. See also section [9.M](#) "Compliance in Health Care."

7.C.11 Other Policies

Other Resources: The [OVPR Resources for Researchers](#) page provides a portal for U-M researchers.

7.D Resources for the Support of Scholarship, Research, and Other Creative Activity

7.D.1 Funding from UM Sources

A number of central administration offices as well as schools, colleges, and departments provide funds to support research, scholarship, and other creative activity. Support is most often available to seed

projects in the early stages of development, encourage interdisciplinary work, help purchase equipment, provide bridging support between periods of externally supported work, offset some costs of publication and artistic productions and performances, and provide cost-sharing funds that sponsors may require. Online sources list internal sources of support, including “[Find Funding](#)” on the Office of Research and Special Projects (ORSP) website, and “[Funding](#)” on the Rackham Graduate School website. The unit administrator in most schools and colleges also has information about sources of support.

7.D.2 Funding from External Sources

Faculty members are urged to contact their unit administrator and ORSP project representatives for assistance with identifying potential sponsors of research, scholarship, and other creative activity. In addition, a library of guides to sponsors, fellowships, and other kinds of support is maintained at the ORSP offices in Wolverine Tower and on the “[Funds for Research and Scholarship](#)” portion of the website.

7.D.3 Identifying Collaborators

The Undergraduate Research Opportunity Program (UROP) facilitates partnerships between first and second year students and U-M faculty and research scientists. All schools and colleges of the University of Michigan are active participants. UROP pays student wages, provides academic credit options, and manages paperwork. See <http://www.lsa.umich.edu/urop> for more information.

7.D.4 Other Resources

Computing support for scholarship and research comes from many sources. Information and Technology Services (ITS) has primary responsibility for a wide range of services and infrastructure requirements. For more information, see [Chapter 20, “Technology and Communications,”](#) or the ITS website at <www.itd.umich.edu>. The Center for Statistical Consultation and Research (CSCAR) < <http://cscar.research.umich.edu/> > is administratively located in the UM Office of Research, and is available to assist with study design, selection of statistical methodology, and interpretation and presentation of results.

UMOR’s website also provides information about [proposal preparation and submission](#).

7.E Sponsored Projects

7.E.1 Initial Steps

The research associate deans (RADs) or school or college research director and the ORSP project representatives assist faculty in identifying potential sponsors and planning proposals for particular sponsors and in anticipating issues that must be considered before the proposal is written. In

preliminary discussions with sponsors, faculty members are requested not to discuss or propose indirect cost arrangements. After a potential sponsor is selected, the RAD or research director and the project representative ensure that the sponsor's requirements and University policies are met, and advise on handling of space, equipment, and personnel in the proposal. Some expenses of proposal preparation, such as artwork, reproduction, and mailing, are covered by the ORSP budget. For more information, see "[Develop Proposal](#)" available from the U-M ORSP research website.

If a preliminary proposal is submitted to a sponsor without being processed through the established review procedures, the project director should make clear to the potential sponsor that any agreement becomes binding for the University only when it is approved in the formal review process. In some instances, funds meant to support a project may be required to be treated as a sponsored project even if the source of support is a gift. ORSP and Corporate and Foundation Relations (CFR) have developed an agreement for properly identifying the nature of the funds. See "[Characteristics of a Sponsored Project](#)."

7.E.2 Budget Planning and Preparation

The project director (sometimes referred to as principal investigator) has primary responsibility for budget planning in consultation with the RAD/department chair/school or college research director. Budgets for all sponsored proposals are subject to review by ORSP, and staff members are available to assist in the budget projection. All project budgets need to comply with cost accounting standards (see section [7.C.4 "Cost Accounting Standards"](#)) as outlined by the federal government. Detailed advice is available from ORSP project representatives and on the U-M research website—see [Budget Planning and Preparation](#).

7.E.3 Submission of Proposals

Bylaw [3.07](#) requires that every grant proposal and contract application be submitted to the appropriate University channels for approval before being sent to the proposed sponsor (see [Proposal Preparation and Submission](#)). This ensures that its provisions are consistent with policies of the University and the State of Michigan. Faculty should check with the RAD or school or college research director for procedures and policies concerning unit-level approval. ORSP assists project directors in carrying out this obligation by checking that all sponsor requirements are fulfilled, reviewing the proposed budget, and routing the completed proposal through University channels for the required signatures. The procedure for processing a proposal is detailed on the [Proposal Approval Form](#) (PAF), an internal form that should accompany any proposal on its way through University channels.

ORSP recommends allotting **five working days** to complete the process of reviewing the budget and obtaining signatures and other certifications required before a proposal can be submitted. Individual schools and colleges also have guidelines for appropriate timing of processing and approving proposals within the unit and before a proposal is submitted to ORSP. Faculty should notify their RAD or school or college research director and ORSP project representative as early as possible that a proposal will be submitted for a particular deadline. More information about proposal requirements is available at the U-M research website (see [Proposal Preparation and Submission](#)).

7.E.4 Acceptance of Proposals and Funding

Faculty members may neither sign contracts nor accept grants in the name of the University. Most grants and all contracts and subcontracts issued to the University require signatures of both the sponsor and the University. Generally, contracts are prepared by the sponsor; forwarded to the University for review, negotiation, and signature; and then returned to the sponsor for signature. Only the executive vice president and chief financial officer and his or her specially designated alternate can sign a contract on behalf of the Regents.

7.E.5 Material Transfer Approval Form

When materials, such as biological or chemical compounds, equipment, or prototype are to be used in research projects, companies or others with a proprietary interest in these materials may be willing to transfer them to the University without charge with the stipulation that agreements be signed in exchange for the transfer to protect proprietary interests. See [Materials Transfer Agreements](#). A Materials Transfer Approval Form should be submitted to secure the approval/endorsement of appropriate University officials for such transfers. Faculty members and department heads do not have the authority to accept transfer agreements. Depending on the kind of material being transported, there may be regulations governing proper containers and handling. Contact Occupational Safety and Environmental Health (OEH) for guidance.

7.E.6 Project Administration

Once a faculty member has obtained funding for a sponsored project, the unit administrator and ORSP staff members assist with matters related to personnel, space, equipment, and services. As noted in section [7.B.3 "Financial Operations"](#) provides the business services needed for the financial administration of sponsored projects. See the website at www.finops.umich.edu/programs.

The project director has primary responsibility for the management of all expenditures under his or her sponsored projects. The department, research unit, and school or college also share in that responsibility. Departments/units will be required to replace any funds that are found to have been spent in a manner inconsistent with University policies or sponsors' restrictions and are responsible for any cost overruns.

7.E.7 Cessation of Funding

Appointments of faculty to positions paid in whole or in part from grants or limited-term contracts are subject to specific provisions in the event that these funds cease. Those who are tenured or who are in the middle of a term appointment and held full- or part-time positions paid from general University funds before the outside funding ceased are restored to the status of the prior appointment, either with tenure or for the remainder of the term of that appointment and at the appropriate salary for the appointment in that unit. The appointments of individuals brought to the University to perform duties paid for from limited-term funds are terminated on the cessation of those funds unless the individuals have received other appointments.

Nothing prohibits a department from recommending a new appointee to a tenure grade within the instructional faculty and assigning this individual immediately to duties payable from limited-term funds. If these limited-term funds become no longer available, the department will be responsible for providing

an assignment and salary for the duration of the individual's appointment (bylaw [5.08](#)).

Members of the research faculty who are supported by grants and contracts may be provided financial bridging support during gaps in the funding of their projects. The term and amount of such support are determined by the unit, department, or the UM Office of Research (UMOR). This site includes a table that outlines bridging support eligibility according to rank and years of service at the University. See also section [5.M "Cessation of Funding for Appointments Supported by Grants and Contracts."](#) Assistance may also be requested from the UM Office of Research. In general, the criteria for support are length of service at the University, resumption of funding at the end of the bridging period, importance of the research to the unit, endorsement of the dean or director, and availability of funds.

7.F Intellectual Property and Innovation Partnerships

The overall objective of the technology transfer activities of the University as managed by [Innovation Partnerships](#) is to effectively pass University technologies to the market so as to generate benefits for the University, the community and the general public.

Innovation Partnerships offers a full set of services to ensure effective technology transfer that includes those below.

- Technology transfer process
- Patents and other legal protection
- General start-up information
- Options for commercialization
- Royalties and revenue

Innovation Partnerships is located in Building 520 on the North Campus Research Complex (NCRC) and offers a satellite office in the College of Engineering. Its staff includes licensing professionals, new business development consultants, attorneys and support personnel who work closely with the Division for Research Development and Administration (ORSP), the Office of the General Counsel, departments, and schools and colleges. Innovation Partnerships reports to the vice president for research.

University employees have an obligation to disclose to Innovation Partnerships any intellectual property developed or discovered as described in Regents [Bylaw 3.10](#). Innovation Partnerships will promptly review disclosures to advise the inventor(s) of appropriate options for commercialization, as well as any other questions relating to intellectual property resulting from University research.

Additional information is available from the [Innovation Partnerships website](#), including the University's current [policy on intellectual property](#).

Ownership of scholarly works, textbooks, software, and other copyrighted material created by University employees is defined in the [University of Michigan Copyright Policy](#).

7.G International Initiatives

The University of Michigan prepares its students for lives of significant international engagement, supports faculty research and programs that address the world's most pressing problems, and expands and deepens global partnerships. The University was one of only five U.S. colleges and universities, and the only comprehensive research university, to be honored with a 2012 Senator Paul Simon Award for Comprehensive Internationalization from NAFSA: the Association of International Educators.

Numerous international opportunities and initiatives are available, some of which are outlined briefly below. Interested faculty should check with their dean's office for information about school- or college-specific opportunities; all schools and colleges have an office or individual responsible for coordinating international activities and programs.

[Global Michigan](#) The University's web portal to a wide range of international activities and initiatives. Topics include information about study abroad, internships, service-learning programs, research, and funding; travel planning (including links to the travel registry, policies, and University Travel Warning and Restriction destinations); student organizations and on-campus events with an international focus; information for international students, scholars, and alumni; facts about our global community; and tools for administrators who deal with international programs and activities.

[International Travel](#) Many of our faculty, staff, and students travel internationally as part of their University experience. The Travel Registry is a secure U-M site where U-M faculty, staff, and students are required to register all international travel for academic, business or other University-related purposes. Domestic travel may also be registered at the discretion of the traveler. The registry is a convenient, one-stop service that links people to emergency communications, access to travel abroad health insurance, and more. Faculty and staff are covered under a blanket travel abroad insurance policy (up to 180 days), and students are required to register for this coverage (or a department administrator can register them). In addition, all faculty, staff, and students traveling internationally for any University-related purpose are covered under a blanket policy for emergency evacuation due to political unrest or natural disaster. More information about international travel policies and procedures can be found at: <http://global.umich.edu/going-abroad/planning/policy/>.

[International Agreements](#) Faculty who are interested in developing relationships with non-U.S. institutions should have their plans reviewed by the appropriate dean. Proposed memoranda of understanding must be reviewed by the Office of the General Counsel and should be approved and in place before activities begin. Collaborative agreements that commit University resources must identify the units that will provide these resources and be signed by the dean, director or other appropriate official of that unit. Guidelines for establishing international agreements are available on the Global Michigan portal.

[International Delegations](#) Guidelines for managing visiting delegations and requests for visits have been developed and distributed to schools and colleges. In addition, each school and college has designated a point person with whom the provost's office works when responding to requests and/or planning visits by delegations from overseas universities.

The **[Office of the Vice Provost for Global and Engaged Education](#)** provides coordination for campus-wide academic programs with an international focus, shares leadership in strategic planning to advance the University's goals relating to internationalization, and serves as a clearinghouse for information about the University's international activities and programs. The office also supports the development of global collaborations and internationally-themed curricular initiatives.

The **[Council on Global Engagement](#)** seeks collaborative efficiencies and best practices in processes and procedures across the University on international engagement activities. The council, which reports to the Office of the Provost and is composed of faculty and staff from across the University, meets regularly to share information and discuss issues pertaining to international engagement.

[The Center for Global and Intercultural Study](#) (CGIS) is a unit within the College of Literature, Science and the Arts, currently offers 90 study abroad programs in a diverse array of destinations. CGIS administers the Global Intercultural Experience for Undergraduates, an innovative non-traditional

program that sends groups of 12-15 students for a month of work and study at field sites around the world. CGIS's Global Course Connections develops closer curricular integration between departmental course offerings and study abroad by providing financial support for short-term experiences abroad within semester-long courses. See:

[The International Center](#) provides services and programs for international students and scholars. The IC is well resourced to meet the needs of this diverse clientele and to comply with all government regulations affecting non-immigrant students and scholars. It provides an extensive orientation program for new students, a weekly scholar orientation that introduces new arrivals to campus and community, and ensures basic needs are met before classes start or work begins. Programs for students continue throughout their stay to help them understand U.S. culture; become involved in campus and community life; and integrate their learning with realities at home. Scholars and families join students in social and cultural programs on campus and elsewhere. IC advisors assist students and scholars with all questions and concerns, refer them to other offices as needed, and work with all campus units to ensure their success.

[The International Institute](#) has 18 centers (including six National Resource Centers) and 500 faculty associates who advance the exchange of knowledge and resources across campus and with overseas partners. The Institute enriches instructional programs, administers an international studies concentration and minor, advances language study, awards funding to students and faculty for research and overseas study, brings leading scholars together to address international problems, and assists in recruiting faculty with international interests. The Institute also coordinates information sessions and mentors student applicants for Fulbright Grants.

The [Global Scholars](#) living and learning community includes domestic and international students who participate in a curricular program (dialogue course and teleconferencing with students at overseas partner schools), and a co-curricular program (lecture series and group projects).

Teaching and Faculty Interactions with Students

8.A General Principles

The original works of the faculty— whether research, scholarship or other creative activities—are vital contributions to the mission of the University of Michigan. These endeavors enhance the teaching by the faculty, enrich the educational experience of the undergraduate students, provide the forum for the training of students pursuing graduate education, and contribute to the missions of advancing knowledge and serving the public. Details about most aspects of research at the U-M can be found at the U-M Office of Research website, referred to throughout this chapter. See handbook sections [6.B “Criteria for Tenure”](#) and [8.B “Resources for Faculty.”](#)

In all of their dealings with students, it is expected that faculty members will be fair and equitable, will support students in their own development within the University community, and will adhere to the highest standards of professional conduct.

In October 2003, the Senate Assembly adopted the document, [“Teaching Principles and Responsibilities.”](#) The document was developed, as stated in the preamble, “to guide faculty administrators and staff in their efforts to sustain and strengthen a supportive educational environment for our undergraduate, graduate, and professional students.” By section the document addresses individual faculty responsibilities, and rewarding excellence in teaching.

A number of policies, rules, and regulations have been developed regarding interactions between faculty and students and the educational process. Most logistical and administrative matters, for example, class assignments, the scheduling of classes, and office hour policies, are handled by the schools, colleges, departments, or academic units. Many academic policy questions, such as issues of academic standing and drop-add procedures, are also handled by the academic units. It is therefore essential for faculty members to obtain and become familiar with their units' faculty handbooks and/or student bulletins.

University-wide policies are discussed in handbook section [8.D "University Policies and Procedures Affecting Students"](#). Many of these policies are included in a set of University policies for students that is published online by the [Office of Student Conflict Resolution](#).

Updated 2022

8.B Resources for Faculty

8.B.1 Center for Research on Learning and Teaching

The [Center for Research on Learning and Teaching \(CRLT\)](#) is a central administration unit reporting to the Office of the Provost and serving all faculty members at the University of Michigan. CRLT is dedicated to the support and advancement of learning and teaching at the University. Professional staff at the Center have doctoral degrees in a variety of disciplines. They work collaboratively with faculty members, graduate student instructors (GSIs), and the academic administration to promote a University culture that values and rewards teaching, respects and supports individual differences among learners, and encourages instructional environments in which diverse students can learn and excel. The programs and services described below are designed to meet the interests and needs of faculty members at all stages of their careers. Faculty at UM-Flint and UM-Dearborn are welcome to participate in CRLT workshops, although they are not eligible for CRLT grants. UM-Flint established the [Thompson Center for Learning and Teaching](#) on the Flint campus. See also section [8.B.4 "Evaluations of Teaching."](#)

[Grants to Enhance Teaching and Learning](#) In collaboration with the provost's office, CRLT sponsors seven grants competitions for faculty who wish to develop innovative approaches to improving teaching and learning at the University. Grants are available to fund course and curriculum development, multicultural pedagogies, interdisciplinary teaching, instructional technology, innovative pedagogical projects, and investigating student learning.

[Evaluation Services for Educational Grants and Curriculum Improvements](#) CRLT's evaluator works with faculty on the planning, implementation, and evaluation of education grants in areas of curricular and pedagogical innovation. CRLT staff also work with groups of faculty in departments or schools/colleges to review their current curricula, develop new curricular offerings, and evaluate the results of curricular changes.

CRLT maintains an extensive website of resources on teaching and learning. The Teaching Strategies page has links to Web documents on a variety of topics, including syllabus and course planning, multicultural teaching, grading issues, and academic integrity. Faculty can also download CRLT's *Occasional Papers* and other publications and get information about CRLT's grants and our current programs.

[Assessment of Student Learning Website](#) This website includes a set of assessment background and resources, plus a set of U-M assessment resources, which includes materials from the Provost's

Seminar on Teaching, institutional-level assessment, examples and resources from U-M academic units, and data about U-M students.

[Multicultural Teaching Resources](#) Helping faculty create inclusive learning environments for all students is a core component of CRLT's mission. CRLT's instructional consultants work one-on-one with faculty and in collaboration with departments and colleges to help them serve the learning needs of a diverse student body, infuse new content into the curriculum, and create inclusive classrooms. Multicultural services include individual consultations, campus-wide and customized workshops, discussions of curriculum revision, and print and Web resources.

[Midterm Student Feedback](#) Faculty can arrange for a CRLT consultant to visit one of their classes and collect feedback. The consultant speaks with the students about strengths of the course and suggested changes. The faculty member and the consultant then meet to discuss the feedback and strategize about changes and next steps. The service is completely confidential.

[Seminars for Faculty](#) Each term, CRLT offers seminars on a variety of topics. All seminars are interactive, solidly grounded in the research on teaching and learning, and designed to offer practical suggestions that faculty can incorporate into their classrooms. Faculty can register for seminars on CRLT's website.

[CRLT Theatre Program](#) The CRLT theatre program uses traditional and interactive theatre techniques to bring research findings to life on stage. The program's performances, based on a solid foundation of research, allow faculty to dialogue with the characters and each other to explore issues in labs, departments, schools or colleges, and classrooms.

[Faculty Consultations](#) Professional staff provide confidential consultations for individual instructors about any aspect of teaching and learning including innovative teaching strategies, classroom-related concerns, interpretation of student ratings, and ways to incorporate instructional technology into teaching.

[Customized Programs and Faculty Retreats](#) In collaboration with the University's academic programs, departments, schools, and colleges, CRLT develops customized programs and services to respond to their special needs.

[Services for Graduate Students and Postdocs](#) CRLT offers programs and services designed to support graduate students in all stages of their teaching careers from training for their first teaching experiences through preparation for the academic job market. Many of CRLT's services are open to all graduate students, whether or not they are GSIs.

Services for graduate student instructors (GSIs), include orientation programs in the fall and winter for new GSIs, a series of seminars on teaching for GSIs during the academic year, and individual consultations. CRLT also works with individual departments to help design GSI training programs that are discipline specific. In collaboration with the English Language Institute, CRLT offers a training program for graduate students who did not receive their undergraduate education in English.

[Publications and Links](#) CRLT publishes resource materials for the teaching faculty of the University. CRLT's Occasional Papers present original research on student learning and provide summaries of literature and recommendations for best practice on a range of issues including learning styles, working effectively with students from underrepresented groups, teaching portfolios, and fundamentals of online teaching. CRLT also makes available a set of publications designed for GSIs or the faculty in charge of GSI training in a department. All of CRLT's publications are available at their website.

For more information about any of these programs and services, contact CRLT at 1071 Palmer Commons, 100 Washtenaw Avenue, phone 764-0505, fax 647-3600, or e-mail <crlt@umich.edu>. See also the CRLT website at <www.crlt.umich.edu>.

8.B.2 Distance Education

Distance education is defined by the Higher Learning Commission of the North Central Association of Colleges and Schools as a formal educational process in which the majority of instruction occurs when student and instructor are not in the same place. Although many faculty members use instructional technology to allow students to do some of the work for individual courses from a distance, the role of distance education is constantly evolving at the University of Michigan.

Faculty who are interested in distance education should consult their department chairs and deans regarding the policies, priorities, and resources of their academic units. When questions arise about legal issues such as copyright, the Office of the Vice President and General Counsel should be consulted. The Center for Research on Learning and Teaching (CRLT) provides special assistance with pedagogical issues involved in distance education initiatives. See [section 8.B.1 “Center for Research on Learning and Teaching.”](#)

Coursera. U-M partners with other top universities in the world to offer a wide range of no-cost courses online through Coursera’s interactive platform. Coursera is a California-based online education company founded in 2012. For more information, see <https://www.coursera.org/umich>.

U-M Podcasts and iTunes U. The Office of the Vice President for Communications publicizes a catalog of locations on campus that make audio and video [podcasts](#) available to the public. The catalog includes such topics as arts and the humanities; business, economics, and government; and science and technology. Through [iTunes U](#), the University also offers downloadable selections from the University’s public lectures, select classroom lectures, news podcasts, and videos.

8.B.3 Edward Ginsberg Center for Community Service and Learning

Building on a long tradition at the University of Michigan, the [Edward Ginsberg Center for Community Service and Learning](#), named after U-M alumnus Edward Ginsberg, seeks to enable faculty on the Ann Arbor campus to integrate service into teaching and to conduct research responsive to community needs, engage students in community service and academic learning in order to promote civic participation, develop collaborative partnerships with communities, improve the quality of life in communities nationwide, and enhance the educational process.

The Center promotes “service as scholarship” through faculty activities such as:

- Consultation and technical assistance for faculty related to community-based service learning
- John Dewey Lecture Series
- Faculty instructional workshops on community-based research and service-learning pedagogy
- Faculty Instructional Grants, available to faculty members who integrate service into teaching
- Doctoral seminar on service learning
- Publication lending library
- “Service-Learning Course Design Workbook” (a complimentary copy is available to any U-M faculty or staff member on request)

- Workshops preparing faculty and students for participation in the community
- National peer-reviewed journal, the *Michigan Journal of Community Service Learning*

The Center's Faculty Council has responsibility to advise the Center on policy, planning, and program priorities. Located in a turn-of-the-century former residence near the heart of campus, the Center is a meeting place and activity center with facilities available for campus and community groups. Programs and grants are available to all faculty on the Ann Arbor campus.

8.B.4 Evaluations of Teaching

Teaching evaluations can help faculty improve their classroom performance and provide important information for decisions about re-appointment, promotion, tenure, salary, and awards. (They also provide information to students to assist them in course selection.) All of the schools and colleges have teaching evaluation tools to meet these objectives. For information about the systems in place for a particular academic unit, faculty should check with the department chair or other administrator.

Many schools and colleges use the Office of the Registrar system of student course evaluations called [Teaching Evaluations](#). This system permits instructors to select questions to administer to the students in a given class from a large catalogue of choices. Some schools, colleges, and other academic units design common core questions for use in these or other questionnaires. Reports with statistical results of the responses and all individual student comments are provided to the instructors. In some academic units, the statistical reports are also sent to the dean or chair. See also section [8.B.5 "Examination Scoring, Placement Exams, and Surveys."](#)

The Center for Research on Learning and Teaching (CRLT) can provide information about multiple methods of evaluating teaching, including teaching portfolios and peer review. CRLT's instructional consultants also help individual faculty interpret their student ratings reports. See also section [8.B.1 "Center for Research on Learning and Teaching."](#)

8.B.5 Examination and Survey Services

The Office of the Registrar provides electronic scoring services for standardized tests or exams constructed by faculty. This office also handles placement tests for incoming students during orientation, assists departments in selecting and designing [placement tests](#), and assists University researchers and administrators who are designing and analyzing surveys and evaluations (see [Survey Services](#)) These services are available for courses taught and students enrolled at the Ann Arbor campus. For information about E&E's role in teaching evaluations, see section [8.B.4 "Evaluations of Teaching."](#)

8.B.6 Faculty Mentoring & Advising

The Horace H. Rackham School of Graduate Studies publishes two guidebooks: ["How to Mentor Graduate Students: A Guide for Faculty in a Diverse University"](#) and a companion handbook for graduate students, ["How to Get the Mentoring You Want."](#) Rackham recognizes the important role mentoring plays within graduate education, and developed these handbooks to assist faculty and graduate students in forming mentoring relationships that are based on realistic goals, expectations and understandings of

one another. [Rackham](#) offers a number of other resources related to mentoring and advising.

8.B.7 Instructional Technology

See Information and Technology Services website for information on [instructional software and computing classrooms](#).

Also see the University's [Teaching and Technology Collaborative](#) (TTC) website for learning and incorporating technology into teaching and learning.

In addition, the [Center for Research on Learning and Teaching](#) provides consultation services to individuals and departments in the integration of technology into teaching, including distance education.

8.B.8 Michigan Learning Communities

The [Michigan Learning Communities](#) (MLC) encompass a number of programs designed to offer students a friendly, supportive, and close-knit learning community within the context of the larger University environment.

The College of Literature, Science, and the Arts (LSA) offers two four-year academic learning communities: the LSA Honors Program and the Residential College. Other residential programs include the Global Scholars Program, the Health Science Scholars Program, the Lloyd Hall Scholars Program, the Michigan Community Scholars Program, the Max Kade German Residence Program, the Michigan Research Community, the Women in Science and Engineering Residence Program (see also handbook [section 2.C "Ann Arbor Campus Resources"](#)), and the Adelia Cheever Program to prepare women for a leadership in a global society.

In addition, the University offers non-residential learning communities: the University Mentorship Program, the Undergraduate Research Opportunity Program (see also handbook [section 2.C "Ann Arbor Campus Resources"](#)), and the [Comprehensive Studies Program](#).

These programs provide faculty with a wide range of contexts and opportunities to interact with students outside of the traditional classroom. For more information, contact the Office of the Associate Dean for Undergraduate Education in LSA.

8.B.9 Student Organizations

There are over 1200 student organizations at the University. Students' experiences in these organizations are greatly enhanced by faculty involvement as advisors, resource persons, and guest speakers. To learn about student groups by discipline or academic area, contact the departmental administrator. In addition, the Office of Student Activities and Leadership (<www.umich.edu/~salead>) maintains [Maize Pages](#), the online U-M directory of student organizations.

8.C Resources for Students (Ann Arbor Campus)

Often students turn to faculty for assistance with personal and academic concerns and requests for referrals or campus information. In the event the faculty member is unable to answer the student's question or is unable or unqualified to provide the desired assistance, there are many people and offices on campus to whom or to which the student can be referred. The following is by no means an exhaustive list of services available to students on the Ann Arbor campus, but it may be useful in helping students to address many of the common concerns that arise.

Academic Advising and Support Each school and college (and some departments and programs) has a student services/affairs office. In addition to coordinating academic advising services, degree requirements, and academic policies, these offices may also handle academic integrity issues, tutoring and academic support information, unit-based financial aid, unit admissions, and/or career counseling and placement services. Faculty should contact the office of their dean or director to obtain the names of these student resource people and their contact information. In some units, undergraduates and graduates may be served by different offices. The Horace H. Rackham School of Graduate Studies provides assistance to graduate students enrolled in any Rackham graduate program.

Career Advising, Planning, and Placement All students, whether they are in undergraduate, graduate, or professional programs, can utilize the services of The Career Center, located in 3200 Student Activities Building (careercenter.umich.edu). Some academic units (e.g., the College of Engineering, Law School, and the Ross School of Business) have their own career centers and placement offices. The Center for the Education of Women+ (CEW+) (cew.umich.edu/) offers many programs, services, and resources to students, including non-traditional students, and to faculty, staff, and community members.

Campus Information Operating on average 19 hours a day, the Campus Information Center (CIC) is a handy resource for the entire University community. Contact the office via e-mail info@umich.edu, or visit the website at campusinfo.umich.edu. The CIC is located on the first floor of the Michigan Union. There is also a North Campus Information Center (NCIC), located in the Pierpont Commons Lobby. See also section [21.J "Information."](#)

Dean of Students The Office of the Dean of Students promotes individual student development and enhances the Michigan experience for all students through individual support, programs, services, co-curricular opportunities, policy development and advocacy. The office's key areas of focus include campus climate and student engagement, student health and wellness, and critical incident management for personal emergencies or emergencies confronting larger groups. The office partners with faculty and staff members—who are often the first people to become aware of students in need—by providing and coordinating University resources and support. The eleven student life units that the office oversees include counseling and psychology services, sexual assault prevention and awareness, and health services, as well as offices that serve minority students; students with disabilities; and lesbian, gay, bisexual, and transgender students. Visit the website at deanofstudents.umich.edu.

Financial Matters The Office of Financial Aid can help with student budgeting, as well as provide information on grants, loans, workstudy, and other student employment. The Office of Financial Aid is located in 2500 Student Activities Building (SAB) finaid.umich.edu. In addition, many academic units have offices that provide fellowships, scholarships, and need-based aid. The [Rackham Graduate School's Fellowship Office](#) provides information and financial support for graduate students enrolled in many of the graduate programs.

Students' financial transactions with the University are handled by Student Financial Services & Teller Services finance.umich.edu/finops/student, also located on the second floor of SAB. Students are able to access their individual account information through Wolverine Access at wolverineaccess.umich.edu.

Health and Well-Being University Health Service (UHS) provides comprehensive outpatient medical services to students, most of which are covered by a health service fee paid by students. Psychiatric, physical therapy, and nutrition services are also included. Health education and prevention programs (including guest speakers for classes) are also available. Faculty are welcome to use University Health Service on a fee-for-service basis. For more information, check the website at www.uhs.umich.edu. See also section [18.I “Health Care Services/Resources.”](#)

Counseling and Psychological Services Serves students through crisis intervention; brief personal counseling and short-term psychotherapy for individuals, couples, and groups; and workshops on various informational and skill building topics. Faculty who are dealing with a student who is or may be exhibiting psychological problems or who is acting in a manner that is harmful to the student or others may call Counseling and Psychological Services for assistance in determining whether the student should be referred, and if so, how to make a referral. The CAPS post “Helping A Student in Distress,” is available online at caps.umich.edu/article/helping-student-distress. Services are provided free to enrolled U-M students. Confidentiality, to the extent permitted by law, is strictly maintained. Visit the website at caps.umich.edu for more information. Also see section [8.D.7 “Disruptive Behavior.”](#)

For a psychological or psychiatric emergency concerning a student, call:

- Emergency Mental Health and Psychiatry: 734-936-5900
- National Suicide Prevention Lifeline: 9-8-8

The Sexual Assault Prevention and Awareness Center (SAPAC) provides services and educational outreach for students (as well as faculty and staff). 734-936-3333

Office of the Ombuds (For Students). The Office of the Ombuds (for students) exists specifically to assist students in resolving a variety of problems, complaints, and conflicts within the University. The ombuds looks for equitable methods of resolution and works for the fair treatment of all parties involved in the disagreement. The Office of the Ombuds may provide counseling as well as information about policies and grievance and appeal procedures. The Office has no jurisdiction outside the University. On the Ann Arbor campus, the Office of the Ombuds is located in the Michigan Union, and the e-mail is umstudentombuds@umich.edu, or call 763-3545. Walk-in consultation may be available. See also their website at <https://ombuds.umich.edu/>

Registration, Records, Transcripts, and Residency. The Office of the Registrar at the University can be reached and students can access their records and transact most business through the Web on Wolverine Access: <wolverineaccess.umich.edu>.

8.D University Policies and Procedures Affecting Students

As mentioned in section [7.C.1 Introduction to Norms, Policies, and Regulations Guiding Scholarship and Research](#), the Office of the General Counsel has created a comprehensive compliance program to map U-M’s legislative and regulatory compliance obligations and activities, and to help faculty and staff take the necessary steps to manage those obligations. Teaching is another key area of activity for which there are compliance obligations that faculty members must keep. In particular, see the [Training](#) section of the [Compliance Resource Center website](#).

8.D.1 Academic Calendar

The University academic calendar is established by the Office of the Provost and approved by the Regents. It is usually set at least two years in advance. The calendar for the current academic year is printed in most unit handbooks and bulletins and is available on the Web at www.umich.edu/~regoff/calendar. Future calendars that have been approved by the Regents can be obtained from the Office of the Provost. Faculty are advised to check with their academic unit regarding any variations in the calendar; sometimes the professional schools establish dates for the beginning of classes and exams that are different from those set forth in the University academic calendar.

New faculty should note that each year on the Ann Arbor campus, faculty, students, staff, academic units, departments, and community members develop programs and initiatives to continue and remember the work and legacy of Dr. Martin Luther King, Jr. These events and activities constitute the Reverend Dr. Martin Luther King, Jr. Symposium, with a different theme each year. The UM-Dearborn and UM-Flint campuses each observe Martin Luther King Jr. Day through a Day of Service; both campuses also host other events to celebrate the legacy of Dr. King. No classes are held on this day, usually the third Monday in January, nor are classes held on University-wide holidays and season days. See section [16.D.1 "Holidays"](#) and section [16.D.2 "Season Days."](#)

See also section [2.B.6 "Religious Academic Conflicts Policy."](#)

8.D.2 Academic Integrity and Academic Misconduct

A clear sense of academic honesty and responsibility is fundamental to good scholarship, and behavior consistent with this principle is expected of all members of the University community. Most of the schools and colleges have written policies that delineate the conduct expected of their students and the consequences of failing to meet the expected standards. The policies are referred to by various names, including honor code, honor system, code of conduct, or grievance procedure. Some of the professional schools require students to sign a code of conduct pledge as a condition of matriculation. These policies are usually published in the school or college bulletin or, in some cases, as separate brochures. They are also available from the dean's office of the respective schools and colleges. Specific standards of academic conduct and processes for handling instances of academic misconduct depend on the student's unit of registration. Faculty should obtain and read the applicable policy, or in the few instances where there is no written policy, discuss the standards and procedures with the appropriate dean. Students are also expected to read and understand their school or college policy. See the Center for Research on Learning and Teaching website for information about the honor code and academic integrity policies of the academic units at www.crlt.umich.edu/faculty/honor.

Misconduct other than issues involving academic integrity may also be referred to the [Office of Student Conflict Resolution](#) (OSCR). See section [8.D.6 "Dispute Resolution/Statement of Student Rights and Responsibilities."](#)

8.D.3 Academic Standing

Students in all academic programs are expected to maintain certain minimum standards of academic performance. The specific standards are established by the school, college, or academic unit, as are the policies and procedures for review of students who fail to meet these standards. These policies and

procedures are usually published in the school or college bulletin or student handbook, and are available from the dean's office of the respective school or college. Faculty and students should obtain and read the applicable policies and procedures.

8.D.4 Affiliation Agreements for Participation in Various Off-campus Initiatives

When students participate in off-campus internships and clinical or service learning experiences, the nature of the relationship between the student, the U-M, and the participating agency or organization may be formalized through an affiliation agreement. Generally, affiliation agreements are appropriate when students will be acting in a position of perceived authority, such as when working with patients or students. Affiliation agreements are also appropriate in circumstances where it would be useful to establish goals, expectations, and responsibilities up front. Faculty whose students engage in these kinds of off-campus programs should make sure that an affiliation agreement is in place before student participation begins. All affiliation agreements should be routed through the appropriate dean's office, which forwards the agreement to the Office of the General Counsel for review. The agreement then goes to the provost's office for approval and signature. Faculty with questions about how and when to use affiliation agreements may contact either the appropriate dean's office or the Office of the General Counsel.

In the case of an off-campus initiative outside of the United States, an international agreement should be in place before activities begin. See section [7.G "International Initiatives."](#)

8.D.5 Authorized and Unauthorized Persons in the Classroom

Generally, persons not enrolled or otherwise officially authorized to attend a course should not be permitted to attend classes. Authorized individuals include prospective students who are visiting a class pursuant to a school or college admissions program. Members of the faculty have some discretion in permitting guests into a classroom or laboratory; however, appropriate consideration should be given to issues of safety, resources, fairness, disruption, etc., before allowing such visits. Faculty should consult with their department chair or dean's office when questions about visitors arise. Advice is also available from the Office of the Vice President and General Counsel and from Risk Management Services.

If an unauthorized visitor refuses to leave a classroom or laboratory, assistance should be sought from the department chair, dean's office, the Office of the Vice President and General Counsel, and/or the Department of Public Safety. See also section [8.D.7 "Disruptive Behavior."](#)

8.D.6 Dispute Resolution/Statement of Student Rights and Responsibilities

Students who have complaints regarding faculty, including complaints about grades, should be encouraged to first discuss their concerns with the faculty member to ensure that the matter is not simply a misinterpretation or other misunderstanding that can be resolved with a conversation.

If this fails, or if the student decides this is not a desirable course of action, the student should be urged to discuss the matter with the department chair or unit head, and, if necessary, the dean or director. Most units have formal procedures for handling complaints brought by a student against a faculty member. Faculty can obtain information about their unit's procedures from the office of the dean or unit

administrator. The Office of the Ombuds (for students) and the dean of students' office (discussed in section [8.C "Resources for Students"](#)) are two additional resources for students with a complaint against faculty.

Faculty confronted with an instance of academic misconduct on the part of a student should pursue the appropriate unit remedy. See section [8.D.2 "Academic Integrity and Academic Misconduct."](#) Faculty who have a complaint against a student regarding other behavior that contradicts the essential values of the University community (including physical harm, theft, disrupting classes, and violations of state or federal law that have a serious impact on the University community) are encouraged to consult unit procedure and discuss the matter with their dean.

On the Ann Arbor campus, if the issue cannot be resolved internally, or if the faculty member prefers, he or she may pursue the matter under the procedures outlined by the Statement of Student Rights and Responsibilities. The *Statement of Student Rights and Responsibilities* is administered by the Office of Student Conflict Resolution (OSCR). Complaints alleging conduct that violates the statement may be brought against a student by any member of the University community, including faculty, staff, or another student. OSCR investigates alleged violations and attempts to resolve these matters, using mediation whenever possible. OSCR provides support to complainants as well as accused students. *The Statement of Student Rights and Responsibilities* is available at the [Office of Student Conflict Resolution](#)

UM-Dearborn has a [Statement of Student Rights and Code of Student Conduct](#) that can be obtained from the Office of Registration and Records. UM-Flint has a [Statement of Student Rights and Responsibilities Policy](#), which can be obtained from the [Division of Student Affairs](#).

8.D.7 Disruptive Behavior

If a faculty member encounters a student who is behaving in a disruptive or dangerous way in a classroom or other University setting, he or she needs first to determine if there is an immediate threat of violence or other dangerous situation or emergency. If so, 911 should be called promptly, usually by someone else so the faculty member can remain in charge of the class. Also see section [8.D.18 Emergency Preparedness for Faculty: Classroom Safety for Instructors](#). Also, the University's Campus Safety Handbook contains useful information and suggestions about how to handle an emergency situation and is available at the [Clery Center](#).

If the situation is not an emergency and there's no immediate threat of violence, the faculty member should respond to the situation as calmly as possible, dismissing the class if necessary, and should then seek assistance from the administrative offices of the department, school, or college. As appropriate, the administrative office or the individual faculty member may choose to contact one or more of the following offices: the dean's office, the Office of the Vice President and General Counsel, and/or the Department of Public Safety on the Ann Arbor campus, the Campus Safety Department on the UM-Dearborn campus, or the Department of Public Safety on the UM-Flint campus.

If a student's disruptive behavior becomes a repeated or regular problem, the administrative office or the individual faculty member should seek assistance from the Office of the Vice President and General Counsel. If a pattern of behavior occurs over a period of time, faculty may wish to call the Office of the Vice President for Student Affairs to discuss whether the situation warrants convening a Mental Health Advisory Committee review. This is a confidential process that will result in a recommendation to the Vice President for Student Affairs about the most appropriate way to respond. Faculty may also contact Counseling and Psychological Services for assistance in determining how to best help a student who is

experiencing serious psychological difficulties. Disruption of a class or other University activity by a student may be a violation of the Statement of Student Rights and Responsibilities. The faculty member should contact the [Office of Student Conflict Resolution](#) for more information.

8.D.8 Doctoral Dissertation Committees

A doctoral dissertation committee is charged with supervising a Ph.D. candidate's dissertation activities, and the entire committee is a resource upon which the candidate may draw throughout the period of the research and writing. There are specific requirements regarding who may serve on a dissertation committee and procedures for nominating members, each of whom must be approved by the dean of the Rackham Graduate School or his or her designate. For more information, see the [Dissertation Handbook](#), [Rackham's Policies website](#), and the [Checklist for Dissertation Chairs](#).

8.D.9 Off Campus Learning Opportunities

As part of the teaching and learning mission of the University, there are a variety of opportunities for students to learn in the field. These opportunities range from an afternoon in the "Arb" (section [21.Q.1 "Matthaei Botanical Gardens and Nichols Arboretum"](#)) to international expeditions. The [interactive campus map](#) on the Campus Information Centers website provides information about buildings on campus, including directions, accessibility, rooms in the building, offices/vendors in the building, and other items located there.

See the [Logistics, Transportation, and Parking](#) website for information about use of University-owned vehicles. See section [8.D.4 "Affiliation Agreements for Participation in Various Off-campus Initiatives"](#) for information about affiliation agreements when students participate in off-campus internships or clinical or service learning experiences. See section [7.G "International Initiatives"](#) for a discussion of special considerations when students leave the United States, including the necessity of having an international agreement in place and using the travel registry.

The University carries insurance on staff members who may be injured or incur liability for their actions while engaged in University business. Liability insurance is also carried on University vehicles and their occupants. However, it is important that all field trips be officially authorized by the department as part of the course or program in order to assure coverage by University insurance.

8.D.10 Grades

On the Ann Arbor and UM-Flint campuses, grades are due within 72 hours after the scheduled final examination. On the UM-Dearborn campus, grades are due 48 hours after the final exam. Individual schools, colleges, and other academic units may have specific deadlines and procedures for submission of grades.

It is important not to post grades by name, social security number, or other identifying category or in an alphabetical list that permits identification of students, because to do so violates the student's right to privacy. See sections [12.D "Student Records"](#) and [12.E "Faculty Handling of Student Records/References."](#)

There is no University-wide grading scale, although some units have guidelines or requirements about

grading procedures. Faculty should check with their academic unit for information about any policies or procedures that may apply to them.

Disputes regarding grades are handled according to the policy and procedure of the school or college. See also section [8.D.2 “Academic Integrity and Academic Misconduct”](#) and section [8.D.6 “Dispute Resolution/Statement of Student Rights and Responsibilities.”](#)

8.D.11 Personal Relationships Between Faculty and Students

In their relationships with students, University faculty members are links in a chain of generations of teachers and students stretching from the academies of ancient times into the 21st century. In keeping with this tradition, many U-M faculty members are here because, at some point in their own lives, an inspiring lecturer, researcher, or mentor had a major impact on their lives. Relationships between faculty and students are, therefore, not only inevitable, but beneficial, and the University encourages faculty to strive to make a real difference in the lives of their students.

However, as a matter of sound judgment and professional ethics, faculty members have a responsibility to avoid any apparent or actual conflict between their professional responsibilities and personal relationships with students.

Romantic and/or sexual relationships between a faculty member and a student have the potential to pose risks to the faculty member, the student, or third parties. In such relationships, voluntary consent by the student is suspect because of the inherently unequal nature of the relationship. A romantic and/or sexual relationship between a faculty member and a student can lead to a complaint of sexual harassment when the student feels that he or she has been exploited. In addition, other faculty members, staff members, or students may have concerns about undue access or advantage, favoritism, restricted opportunities, or unfavorable treatment as a result of the relationship. These concerns are damaging whether the favoritism is real or perceived. They also arise in cases where the relationship between the faculty member and the student remains amicable, as well as in cases that lead to accusations of exploitation. For all these reasons, the University has adopted a Faculty-Student Relationships policy, SPG [601.22](#), which strongly discourages romantic and/or sexual relationships between faculty members and students.

In spite of these warnings, the University recognizes that sometimes such relationships occur. Therefore, the Faculty-Student Relationship Policy states that if a romantic and/or sexual relationship occurs or has occurred between a faculty member and a student for whom the faculty member has supervisory responsibility, an inherent conflict of interest arises. When a conflict of this nature occurs, the faculty member must disclose the relationship so that a resolution to the conflict can be sought.

For more information, including a set of frequently asked questions, see [Policy on Faculty-Student Relationships](#).

8.D.12 Private Instruction

In accordance with University policies on conflict of interest and outside employment, members of the instructional faculty may not give private instruction for pay in the same course offered by that faculty member in the University and to the same students registered for the course. (See section [9.G “Conflicts of Interest and Conflicts of Commitment.”](#)) Instructional faculty members who wish to give private

instruction in any other course must first obtain approval of the chair of the appropriate departments.

8.D.13 Recording in the Classroom/Commercial Notetaking

Generally, faculty may decide whether students are permitted to tape or video record lectures for their own personal use. There may be circumstances, however, when such taping is necessary as a reasonable accommodation of a properly documented student disability. Assistance and advice with respect to such requests may be obtained from the department chair, the dean's office, the [Office of Services for Students with Disabilities](#) and/or the [Office of the Vice President and General Counsel](#).

The University policy on commercial notetaking is found in SPG [601.17](#). Commercial notetaking services must fully conform to the conditions and criteria set forth in this policy, including the requirement of obtaining prior written permission from the instructor.

Several schools and colleges use podcasting as a means for students to download academic audio content, using [Kaltura Capture Desktop Recorder](#). The recordings are uploaded to the class notes in Canvas as "My Media", or used elsewhere as "MiVideo".

8.D.14 Religious Accommodation

The University of Michigan as an institution does not observe religious holidays. However, it is the University's policy that every reasonable effort should be made to help faculty and students avoid negative academic consequences when academic requirements conflict with their religious obligations. See section [2.B.6 "Religious Academic Conflicts Policy"](#) for the full text of the official University policy.

8.D.15 Sales to Students

Members of the teaching staff may not have direct dealings with students in the sale of books, instruments, lectures, notes, or similar materials pursuant to University conflict of interest policies (see section [9.G "Conflicts of Interest and Conflicts of Commitment"](#)).

8.D.16 Student Records/Reference Letters

See section [12.E "Faculty Handling of Student Records/References."](#)

8.D.17 Services for Students with Disabilities

It is the policy of the University to provide reasonable accommodations to students with properly documented disabilities, consistent with Michigan and federal law. The [Office of Services for Students with Disabilities](#) has [resources for faculty/staff](#) which provide information about disabilities that affect

learning in a university setting and discusses the various adjustments that can be made in the environment or teaching style to accommodate students with disabilities.

All disability information that the student gives to the faculty member is to be used specifically for arranging reasonable accommodations for the course of study and only for that purpose.

For additional information, contact the Office of Services for Students with Disabilities. On the UM-Dearborn campus, contact the [Disability Resource Office](#) at 313/593-5430. On the UM-Flint campus, contact [Accessibility Services](#) in the Student Development Center at 810/762-3456.

8.D.18 Emergency Preparedness for Faculty: Classroom Safety for Instructors

One of the goals of the Division of Public Safety and Security (DPSS) is to ensure that all members of the U-M community are prepared in the event of an emergency. You should know what to do and where to go if there is a fire, power outage, medical emergency, severe weather or any other emergency that impacts the community, operations or environment on campus.

With that in mind, we provide links to relevant information here:

- [Emergency Preparedness](#)
- [Resources for Faculty and Staff](#)

8.E Graduate Student Employees

8.E.1 Graduate Student Instructors (GSIs) and Graduate Student Staff Assistants (GSSAs)

Graduate students in good standing at the University may be employed as Graduate Student Instructors (GSIs, also referred to as teaching assistants) or as Graduate Student Staff Assistants (GSSAs). Most GSIs have instructional duties. Their responsibilities vary depending on the needs of the department and range from teaching their own courses to assisting faculty with various aspects of a class, including meeting with students, running lab or discussion sections, or occasional lecturing. Some GSIs have predominantly grading duties and assist faculty in grading homework, tests, and final exams in some schools and colleges. However, they do not take over all the grading in the course nor do they replace faculty office hours. GSSAs are non-instructional, non-research-based graduate student support positions and are used primarily in the libraries.

GSIs and GSSAs are represented by the Graduate Employees Organization – American Federation of Teachers, Local 3550 (GEO). The University recognizes the GEO as the sole and exclusive representative for the purposes of collective bargaining in respect to wages, hours, and all other conditions of employment. Complete definitions of GSI and GSSA are found in the Agreement between the University and the GEO. Questions about hiring graduate students in these various capacities or requests for a copy of the current GEO Agreement should be directed to Academic Human Resources.

Although there may be situations in which the preferences and goals of faculty conflict with the limited flexibility of the labor contract for GSIs and GSSAs, nevertheless, the University of Michigan is bound to adhere to the terms of the contract. It is therefore extremely important for faculty who work with GSIs or GSSAs to understand that faculty do not have the authority to enter into direct negotiations with

individual graduate students, and that they must refrain from doing so because of the risk that they might, albeit inadvertently, attempt to specify terms or conditions that, if followed, could lead to violations of the GEO contract.

Every teaching department or unit that employs GSIs has appointed one faculty member (such as the department chair, a “graduate director,” “associate chair,” or “undergraduate chair”) to be responsible for GSI matters. Faculty who require the assistance of a GSI should first contact this individual. Only this individual has the power to make GSI appointments. This same individual is responsible for filling out and certifying workload calculation forms. Similarly, faculty should inform GSIs that in the event of a problem or concern with any teaching appointment, this individual must be informed of the nature of the problem and be given an opportunity to deal with it well before the end of the term.

8.E.2 Graduate Student Research Assistants (GSRAs)

GSRAs perform personal research (including thesis or dissertation preparation) or assist faculty in performing research that is relevant to the faculty member’s academic goals. GSRA positions are non-instructional and are typically supported by existing research contracts. GSRAs are not represented by GEO and therefore are not subject to the provisions of the Agreement with GEO.

A section entitled *The Graduate Student Research Assistantship Program: Reference for Appointing Departments* may be helpful to faculty who expect to hire a graduate student research assistant. It is available from [Academic Human Resources’](#) website.

8.E.3 House Officers

House Officers include all residents, and fellows employed in research or clinical care in any of the specialties or sub-specialties by the University of Michigan Medical Center. The house officers are represented by the House Officers Association (HOA) for the collective bargaining of the employment contract, which covers both salary and working conditions. For more information, contact the associate dean and director for graduate medical education.

Faculty as Representatives of the University/Service

9.A General Principles

In conjunction with teaching, scholarship, and research, faculty participation in service activities within and outside the University constitute the core responsibilities of a public university. Service to community groups, and to local, state, national, and international governmental groups, not only provides these organizations with faculty expertise but also helps to fulfill the University’s mission of service to the people of Michigan and the world.

Faculty service on appropriate unit and University committees and participation in administrative tasks are essential to the effective functioning of the University (see handbook [Chapter 4 “Faculty Roles in Governance”](#)), as is the mentoring of junior faculty colleagues. Leadership of professional organizations and participation in other professional activities such as reviewing works submitted to professional journals or conferences are also important to the mission of the University, as well as to the

advancement of one's profession or discipline.

The University takes great pride in the various service activities of its faculty and supports and encourages participation. Faculty should check with their dean, director, or chair about that unit's policies concerning the evaluation of service activities as part of reviews for merit salary increases and tenure and promotion.

Because the University places a high value on its internal and external relations, offices exist centrally and within many of the schools and colleges to help faculty work with news media; community groups; local, state, and federal policy makers; and prospective donors. For example, U-M News Service consults with faculty about media relations and is equipped to provide portrait photographs and biographical data about faculty members to news media, as well as press releases about accomplishments in faculty research. See handbook sections [9.C "Communications and Media Relations,"](#) and [9.D "Faculty Statements."](#)

[Innovation Partnerships](#), a unit of the Office of the Vice President for Research, serves as the primary gateway for researchers seeking to increase the impact of their work. They provide this service to U-M faculty by connecting with the private sector through corporate-sponsored research collaborations, licensing discussions, or connections with entrepreneurs and investors to support startup company formation. Their team of licensing, business development, and investment professionals provides comprehensive step-by-step service to faculty starting with invention assessment and intellectual property support, followed by business mentoring and connections to early-stage capital from the Accelerate Blue Fund.

The [Economic Growth Institute](#) leverages the University of Michigan's resources, research, technologies, and expertise to foster innovation and create positive economic impact for local, state, and national communities and economies by working with small and medium-sized enterprises.

9.B Government Relations

The [Office of the Vice President for Government Relations](#) represents the University to communities throughout the state and to local, state, and federal governments.

Government relations:

- Offices in Ann Arbor, Washington, D.C., and Lansing, as well as alumni contacts in state and federal legislatures.
- See section [9.F "Lobbying."](#)

Office of State Outreach:

- Disseminates information about the University's statewide commitments and seeks to enhance the University's presence and service to the state.

Community Relations:

- Works with government, civic, and business leaders in Ann Arbor and Southeast Michigan to foster cooperation and positive town-gown relations.

The U-M Health System also has a [government relations officer](#).

9.C Communications and Media Relations

9.C.1 Michigan News

Michigan News is an Ann Arbor campus news bureau and a source of information and advice about working effectively with the media. Information officers work with campus units to identify key stories and the most effective, creative ways to disseminate those stories to target audiences. Information officers also write press releases, respond to media requests, and provide media training to faculty and staff. Michigan News publishes *The University Record*, a faculty and staff newspaper published Mondays during the academic year (biweekly during the summer), and [Michigan Today](#), a tabloid for Michigan alumni and friends. Michigan News also publishes the online *Record Update*, a companion publication to [The University Record](#). Both feature news about and for faculty and staff. Combining original content and material posted to other campus and external Web sites, the *Record Update* is delivered daily via e-mail to all U-M current, permanent faculty and staff, as well as to others who subscribe.

Online editions of those publications and other resources, including links to faculty experts, U-M facts, background information about current events in higher education, and press releases can be found at the [Michigan News](#) website. See also section [21.S "Printing, Graphic Design, and Photography."](#)

Ann Arbor faculty are encouraged to contact the Michigan News with questions or for information about press releases, media calls, and broadcasting. On the UM-Dearborn campus, contact the [U-M Dearborn Office of University Relations](#). UM-Flint faculty should contact [U-M-Flint's Office of University Relations](#). The Health System Public Relations Office handles similar responsibilities for the Medical Center. For more information, see section [9.C.2 "Health System Public Relations."](#)

9.C.2 Health System Public Relations

The Department of Public Relations and Marketing Communications at the University of Michigan Health System provides internal and external communications services for the Medical School faculty and staff, as well as the U-M Hospitals and Health Centers. Its staff includes media relations professionals, marketing, and marketing communications professionals.

Faculty with information they would like communicated, including articles to be published in peer-reviewed journals, research updates or breakthroughs, academic news and feature stories, can contact [Health System Public Relations](#).

9.D Faculty Statements

In some circumstances it may be important to clarify whether faculty members' statements represent official University policy or their own. For example, a faculty member running for public office or commenting as a citizen on public affairs would want to make it clear that the opinions expressed are personal and not offered as the official position or policy of the University of Michigan. On the other hand, a faculty member who has been asked by the Regents or the president to represent the University at academic ceremonies or other occasions would be authorized to speak on behalf of the institution within the parameters of the occasion.

When deciding about the appropriateness of commenting on a situation as a representative of the University, good sources of advice are faculty mentors, department chairs, deans, and staff in the Office of the Vice President for Government Relations at 763-5554 and the Office of the Vice President for Communications at 763-5800. See also section [9.G “Conflicts of Interest and Conflicts of Commitment.”](#)

9.E Working Outside the University

When faculty members’ outside work is for remuneration, certain regulations apply. All full-time faculty members must obtain approval from the appropriate University authority, usually the dean or director of the individual’s academic unit, when contemplating employment during the academic year. The work should enhance the individual’s performance as a teacher and scholar and/or be of a distinctively public nature. In all cases, outside employment must not detract from the performance of University duties or responsibilities and must not create a conflict of interest (bylaw [5.12](#) and SPG [201.65-0](#)). See also section [9.G “Conflicts of Interest and Conflicts of Commitment.”](#)

All of the schools and colleges have developed policies about the amount of time that a full-time regular faculty member may devote to outside remunerated services of a professional nature, including paid teaching, consultation, and other professional activities. None of these policies permit more than four days per month; some permit less. Occasionally, an individual may be permitted more extensive outside activity by arranging for an appropriate reduction in his or her regular appointment. See section [6.I “Partial Appointments.”](#)

Occasionally, the University may enter into agreements with agencies of the federal government allowing the temporary assignment of University faculty or staff members to roles in those agencies or for assignment of federal employees to roles within the University. These assignments are of a specified duration and made with the consent of the staff members involved. See section [16.B.3 “Intergovernmental Leaves.”](#)

Candidates or appointees to public office are asked to notify the vice president and secretary of the university of their candidacy or appointment and to file with the vice president and secretary a statement from the appropriate supervisor indicating that arrangements have been made so that the candidacy or appointment will not interfere with the performance of University duties. Candidates also can seek an unpaid leave of absence for the period of the campaign or for the term of office (bylaw [5.13](#)).

9.F Lobbying

The University’s government relations offices in Ann Arbor and Washington, D.C., are available to give guidance on lobbying and to help faculty and staff develop strategies for effective interactions with elected and appointed officials regarding legislation and policies affecting the University. Government relations also has an office in Lansing. Government relations staff appreciate being alerted to potential issues of institutional concern posed by pending legislation, regulations, or rule-making at the state and federal levels.

State law requires that persons lobbying with the state of Michigan be registered as lobbyists. Consequently, members of the U-M instructional, research, and administrative staff are not allowed to lobby or give the appearance of lobbying state officials for the purpose of furthering the interests of any individual or unit of the University of Michigan unless they are registered as lobbyists. However, the deans of schools and colleges, and directors of institutes, centers, and programs, may conduct

negotiations with government bureaus or funding agencies as authorized by the appropriate vice president.

Whenever faculty and staff are communicating with legislators or other government officials at the state or federal level about personal problems or positions on issues, it is best to use personal stationery—not University of Michigan letterhead.

Federal law requires the U-M to submit lobbying disclosure reports four times per year. The reports contain information on all lobbying activities, including contacts in person, in writing, or by telephone with covered executive branch and legislative branch officials made on behalf of the University of Michigan regarding legislation; legislative proposals; rules and regulations; executive orders; programs, policies, or positions of the government; administration or execution of federal programs or policies (including federal contracts and grants); and nomination or confirmation of a person for a position subject to Senate confirmation.

Responding to a request for information or being asked by a member of Congress or a congressional committee to testify is not considered a lobbying activity. Faculty and staff who are invited by a governmental agency or officer to discuss pending legislation or policy relating to the University are encouraged to call upon government relations as a resource and, when appropriate, to notify the Office of the President.

For more information about lobbying, please visit [government relations website](#).

9.G Conflicts of Interest and Conflicts of Commitment

In a community as large and complex as the University, there is the possibility that faculty members pursuing individual interests could find their actions in conflict with those of the University. Because conflicts can arise in many different contexts, there are a number of sources of information about conflict of interest policies and regulations. These sources are listed at the end of this section.

As a general principle, the University's policy regarding conflict of interest is based on the premise that honesty and professional integrity are expected of all faculty and staff, and it would be a serious violation of this trust if the interests of the University were to be disregarded in the course of performing professional duties. Also inconsistent with University policy is the use of official position and influence to further either personal gain or that of families or associates. As with other ethical questions, the responsibility to recognize potential conflicts and prevent them rests with individuals. Faculty and staff members with significant exposure to potential conflict of interest situations are encouraged to develop a sensitivity to this issue and to seek guidance when appropriate. For additional information about University policy statements regarding conflict of interest or advice about a particular situation, faculty on the Ann Arbor campus should contact the [Office of the Vice President and General Counsel](#).

In 2005, the University revised its policy on conflicts of interest (COI) and conflicts of commitment (COC); see Standard Practice Guide [201.65-1](#). In accordance with this revised SPG, the schools, colleges, and administrative units developed implementation policies, which are available on the provost's office website http://www.provost.umich.edu/programs/COI_COC/units.html. This set of policies includes a policy that applies to the executive officers and presidential direct reports.

In addition, Regents' bylaw 1.14 *Regental and Executive-Senior Officer Conflict of Interest Policy* provides access to supplemental procedures for handling potential conflicts of interest involving a member of the

Board of Regents or the president.

The University's conflict of interest and conflict of commitment policies are part of the University's comprehensive compliance program. See section [7.C Norms, Policies, and Regulations Guiding Scholarship and Research](#) for an overview of this important University effort. For additional information, visit the [Conflict of Interest section](#) of the online [Ethics, Integrity & Compliance](#).

Policies, Regulations, Statutes, and Procedures Concerning Employees' Outside Interests and Related Issues

State Statute

- State of Michigan Statute (P.A. 317 of 1968)

The State of Michigan statute on avoidance of Conflict of Interest prevents University employees from contracting with the University, either individually or on behalf of external business entities in which the University employee has an interest, unless the terms of any such proposed contract are disclosed in full to the executive officers and approved in advance by a two-thirds vote of the Regents.

Regental Policies

Regental Policy on Outside Employment

- Conditions governing permissible outside employment of a full-time instructional faculty member, including external consulting, are set forth in bylaw [5.12](#). Each of the governing faculties of the University is authorized to formulate unit policies implementing the bylaw. See also SPG [201.65-0](#) and sections [9.E "Working Outside the University"](#).

Regental Policy on Governmental Activities

- Bylaw [5.13](#) describes University policy regarding the holding of public office (either elective or appointive) by a University staff member.

Gifts to Regents, Officers and Faculty

- Bylaw [2.16](#) reads in its entirety, "No individual Regent, officer, member of the faculty, or other employee shall accept a gift of substantial value from a student or students enrolled in the University, and no such person shall accept a gift of substantial value from any person having business relations with the University."

Regental and Executive/Senior Officer Conflict of Interest Policy

- Bylaw [1.14](#) describes when a Regent or executive/ senior officer is considered to have a conflict of interest and the steps to be taken in that event. The bylaw is in addition to any obligations imposed on a Regent or executive/senior officer by state law.

Regents' Policy Concerning Openness in Research Grants, Contracts and Agreements

- The Regents' policy, approved on April 17, 1987, establishes guidelines for the acceptability of restrictions on openness in research grants, contracts, and agreements. SPG [303.01](#) contains both the text of the Regents' policy and the implementation guidelines for the policy.

Regents' Policy on Intellectual Properties: Including Their Disclosure, Commercialization, and Distribution of Revenues from Royalties and Sale of Equity Interest

- Bylaw [3.10](#) deals with the "Ownership of Patents, Copyrights, Computer Software, Property Rights, and Other." This bylaw is amplified by a Regental policy that speaks to the objectives of the University's technology transfer/intellectual property development activities. The policy deals with disclosure to the institution, options for commercialization, acceptable provisions in assignment and license agreements, and distribution of revenue from royalties or sale of equity interest. (SPG [303.04](#))

Regents' Policy on Business Transactions

- Bylaw [1.13](#) provides that as a general rule, Regents and University officers may not receive compensation from University funds for any business or professional activity except for board-approved compensation of officers.

SPGs

University Policy on Work Outside the University

- SPG [201.65-0](#) applies to all University employees. It allows work outside the University as long as this work does not detract from the individual's performance of University duties and responsibilities or create a conflict of interest.

Appointment of Relatives or Others with Close Personal or External Business Relationships

- SPG [201.23](#) contains University policy on appointment of individuals with close personal or external business relationships and procedures to assure equal opportunity and to avoid the possibility of favoritism.

Limitation on Days of Additional Compensated Activities Within the University

- University policy states that appointment as a full-time staff member generally precludes other employment at the University. Compensation for full-time appointments will cover all responsibilities to the University, including teaching, research, administrative and supervisory duties or other professional activities.
- Additional U-M compensation, which is paid on a special stipend, may be approved for only the services that a U-M faculty member provides that are clearly above and beyond services associated with the faculty member's obligations. A dean or director normally should not approve special stipends for more than four days in any calendar month. Unusual circumstances justifying payments for more than four days should be explained (SPG [201.85](#)).

Policy Statement on the Integrity of Scholarship and Procedures for Investigating Allegations of Misconduct in the Pursuit of Scholarship and Research

- The policy defines serious academic misconduct and establishes a procedure for investigating and reporting allegations of misconduct. Among the categories of serious academic misconduct are falsification of data, abuse of confidentiality, and dishonesty in publication (SPG [303.03](#)).

Purchasing Conflicts

- It is the responsibility of each member of the University faculty and staff and of the Purchasing

Department to assure that the University does not knowingly enter into a purchase commitment that could result in a conflict of interest situation (SPG [507.01](#)).

Other University Policies

Research Proposal Approval Form (PAF) Disclosure (“Negative Disclosures”)

- Every proposal for externally sponsored research requires an internal document called the Proposal Approval Form on which summary information about the proposal is collected. The form requires certain certifications and disclosures. It provides an opportunity for faculty investigators to provide certification that neither the proposed investigator on the sponsored project, nor his or her immediate family has a significant financial interest in the proposed research. PAF forms are available on the research website <www.research.umich.edu>, from ORSP, and from departmental offices.

Policy and Procedures for Dealing with Financial and Outside Management Conflicts of Interest in Sponsored Projects and Technology Transfer (“Positive Disclosures”)

- When a faculty researcher on a proposed research project or a member of his or her immediate family has a significant financial or management interest in a sponsored project, formal disclosures are required. Disclosures are reviewed by designated faculty committees for determination of whether a conflict of interest exists and, if so, whether the conflict of interest might be managed. The disclosure form and the policy are available on the research website <www.research.umich.edu>.

9.H Fundraising and Gifts to the University

Michigan’s tradition of academic excellence is sustained and strengthened by financial contributions from alumni and friends, corporations, foundations, and associations. This generous support is reflected in buildings, endowed chairs, programs, scholarships, and fellowships. Although the Regents have designated the Office of Development as the official University of Michigan entity responsible for directing, guiding, and coordinating development activities, fundraising at Michigan is best described as a partnership involving faculty members, deans, and executive officers who work with development professionals in the schools and colleges and in the Office of Development.

The U-M’s institutional advancement program has four major components:

- principal gifts
- major gifts and planned giving
- corporate and foundation support
- annual giving

In addition, each school and college works to maximize volunteer and alumni involvement in the solicitation of gifts to support programs in that unit. Because the University strives to solicit the largest possible gift from each potential donor, central staff members help schools and colleges coordinate and time their requests. Faculty should keep in mind that solicitation of funds is permissible only with prior approval from the president or a delegated representative (typically the dean or school or college development officer) and that University resources may not be used for solicitation of funds without prior approval (bylaw [3.06](#)).

Gifts are transmitted to the University through several means. The most common is by cash or check made payable to the University of Michigan. Gifts also are received via appreciated marketable securities, real estate, or personal property (such as rare books and manuscripts or works of art). Specific requirements often pertain to non-cash gifts, and the University encourages donors to contact their attorney, tax counsel, or the Office of Development. Gifts of money or property are received through the Office of Development, departments, or the development offices in the schools and colleges. As part of the University's efforts to promote positive donor relations, the Gifts Processing Office in the Office of Development records and acknowledges all gifts (bylaw [3.05](#)).

Faculty members on the Ann Arbor campus who want more information about how they can participate most effectively in fundraising at U-M should contact the dean or development officer in their school or college or the central Office of Development (647-6000). U-M Dearborn and U-M Flint development offices work in coordination with the Ann Arbor office. Faculty on those campuses should contact their respective development offices: U-M Dearborn 313/593-5130; U-M Flint 810/762-3350.

9.I Product Endorsements

Faculty members, as experts in their field, may be asked to share their views on products and services. When giving professional opinions, faculty need to clarify that the opinions are their own and not the official views of the University. In keeping with the U-M's responsibility as a publicly supported institution, faculty and staff may not in their official U-M capacity or in the name of the University of Michigan endorse commercial products or services or advocate a specific commercial method or device.

See the Endorsements and Recruiting section of the [Trademarks & Permissions/Policies and Permissions](#) section of the [Vice President for Communications](#) webpage.

9.J Questionnaires

Faculty members who have questions or concerns about filling out questionnaires that ask for U-M statistics should contact the Office of Budget and Planning, a part of the provost's office, at obpcontact@umich.edu. For information about University policies, faculty members should contact the dean or director of their academic unit, the Office of the Vice President for Communications, or the Office of the Provost for assistance. Enrollment statistics, graduation rates, financial reports, and other statistical information are announced periodically, often at Regents' meetings or through press releases.

Excellent sources of factual information about the University include:

- [The University of Michigan Financial Report](#), prepared by the Office of the Executive Vice President and Chief Financial Officer
- [The University of Michigan Profile](#), a small booklet published by the Office of the Vice President for Communications that contains vital statistics about the University community (updated each year in April).
- Another excellent source of information is the [News Service](#) website.

9.K Use of University Equipment and Property

Faculty who hold regular appointments may use University equipment at off-campus locations whenever this will benefit the teaching, research, public service, or administrative activities of the University. Requests for off-campus use of equipment require the approval of the department head who is responsible for the equipment. See the departmental administrator for more information.

Similarly, faculty may use University facilities for University-related purposes, and in many instances, for private events. For information about the availability of and terms for using a particular facility, contact the facility and speak with the scheduler. In the case of an academic facility, contact the office of the dean or director of the academic unit with which the facility is associated.

- Faculty should be aware that use of University facilities for purposes of sales, solicitations, and fundraising requires prior written permission from the appropriate dean, director, department head, or building director (Regents Ordinance of January, 1995, Article IX, Section 1).
- Other personal use of University property should be with appropriate prior authorization only.
- Use of University grounds (as opposed to buildings) for purposes of sales, solicitations, and fundraising requires prior written permission from the executive vice president and chief financial officer or designee (Regents Ordinance of January, 1995, Article IX, Section 2).

9.L Use of the University Seal, University Wordmark, Block M, and Other Logos

University Seal

The University of Michigan Seal is generally reserved for presidential and Regental uses.

University Wordmark

The U-M wordmark is the mark used on stationery, business cards, and letterhead. Units may also use the wordmark on other print materials such as brochures, newsletters, bulletins, and ads. The wordmark was designed for flexibility, and can be used with names of U-M schools, college, and units with no loss of brand identity.

Block M

The Block M logo may be used for official University business without seeking approval for use. More information about usage of these University logos is available in a set of [Identity Guidelines](#) provided by the Office of the Vice President for Communications (see [Registered marks](#)). Also, for usage and required approvals, see the [Permissions Guide](#).

For all commercial use of logos on merchandise sold for profit, approval is required from the Trademark Licensing Department, licensing@umich.edu.

9.M Compliance in Health Care

The compliance program at UMHS reflects its commitment to maintain the highest ethical standards and to comply with all applicable laws, policies, rules and regulations. Detailed information about UMHS's compliance program is available online. The website provides detailed information about

various areas of compliance at UMHS, including a compilation of the many laws, regulations, policies and procedures required of the U-M as a public institution and of the UMHS as a health care institution. The site also lists contact information for compliance officers, provides links to relevant policies and procedures, and describes educational requirements for members of the UMHS workforce.

Of particular importance for U-M health care providers are federal and state laws concerning false claims and false statements. Detailed information about these laws and related institutional policies designed to prevent and detect fraud, waste, and abuse is available through the Medical School's "[Code of Conduct and Compliance Program](#)". These laws prohibit the U-M from making false claims or false statements to secure federal or state support, require the U-M to educate its workforce to promote compliance, impose various monitoring and enforcement obligations, and provide protection to individuals who come forward to advise the U-M of problems.

Resolution of Disputes

10.A General Principles

The University of Michigan is a large and complex community, and disputes will inevitably occur.

Whether faculty are involved in a dispute or have been asked to provide advice regarding a dispute, they should be aware of the services and programs that are available to assist them.

In most instances, every attempt should be made to resolve disputes informally, with the assistance of one or more of the support services provided by the University to facilitate timely resolution of disputes. Informal resolution implies that both sides of the dispute agree with the final resolution. In general, when a dispute is resolved informally, there are no permanent records or files kept on the matter. Formal resolution of disputes may involve committees of faculty or staff; permanent records are kept; and established procedures for gathering information, as well as for making decisions, may be followed. Members of the University community are expected to participate fully in the resolution of disputes if requested to do so by the parties involved.

The various possibilities offered by the University to help resolve disputes are discussed below. While these options are meant to apply to disputes involving a faculty member and other faculty or staff, the informal procedures are applicable to disputes involving students.

For additional information about dispute resolution in situations involving students, see handbook subsections:

- [8.D.2 "Academic Integrity and Academic Misconduct"](#)
- [8.D.6 "Dispute Resolution/Statement of Student Rights and Responsibilities"](#)
- [8.D.11 "Personal Relationships Between Faculty and Students"](#)
- [Chapter 11, "Sexual and Gender-Based Misconduct"](#)

10.B Informal Departmental Resolution

The department chair or unit head is usually the first line of dispute resolution if the matter cannot be handled by the parties themselves. Faculty are urged to contact their chair or unit head promptly for assistance. Where appropriate, the chair may request a meeting to discuss the matter with both sides in

attendance in an attempt to arrive at an acceptable resolution of the conflict.

10.C Informal School or College Resolution

If the matter cannot be resolved at the departmental or unit level, or if the parties in the dispute are from different departments or units, it may be necessary to bring the matter to the attention of the dean or director. Resolution of the dispute may involve an informal discussion with the dean or director, or a face-to-face meeting with the disputants and the dean, director, or his or her representative in attendance.

10.D Ombuds

A faculty ombuds provides impartial information and informal, confidential assistance to faculty in the resolution of disputes. The role of the faculty ombuds is to facilitate the resolution of faculty problems and complaints with respect to policy administration or conflict resolution. The central faculty ombuds will maintain liaison with local ombuds in University units and at other universities.

For more information, visit the [Faculty Ombuds](#) website.

Most collegiate units on the Ann Arbor campus have a faculty ombuds who has either been appointed or elected to that position. The U-M Flint and U-M Dearborn campuses each have their own faculty ombuds. The University faculty ombuds position has also been created, whose primary function is to protect the interests and rights of faculty and unit administrators, from inconsistency, unresponsiveness, and discrimination. The position of ombuds exists to increase the probability that satisfactory and just resolutions can be reached informally. The ombuds does not replace or supersede other regular University grievance/appeal procedures but supplements and enhances them. The ombuds is not an advocate for individuals but rather encourages practices that are fair, just, and respectful. The ombuds considers the rights and interests of individuals, as well as the institution.

The Faculty Ombuds Program is coordinated by the Faculty Senate Office. For more information and the names of school, college, and campus ombuds, contact the representative in attendance at facultyombuds@umich.edu.

10.E Mediation Services

This service provides confidential consultation and dispute resolution assistance to parties who have a work-related concern or disagreement. On request from the parties to the dispute, Mediation Services will arrange for a professionally trained neutral facilitator/mediator to assist the parties in confidentially expressing needs, identifying issues, and exploring solutions. Parties may remain anonymous throughout the process if they wish, and no one will be notified of a party's concern without that individual's permission. The services are available to all U-M faculty and staff without charge. Appointments can be scheduled during or after work.

For further information and the names of individual consultants, view <www.umich.edu/~mediate>.

10.F Services for Faculty and Staff Counseling and Consultation

The Faculty and Staff Counseling and Consultation Office ([FASCCO](#)) offers a number of services to help current and retired faculty members and their immediate family members with personal difficulties encountered at both work and home. All services are free of charge and confidential. Services include:

- Short-term counseling services on personal, emotional, family and work place issues;
- Personalized coaching services to assist with achieving professional or personal goals, such as overcoming procrastination, improving work organization, and completion of specific projects;
- Critical incident, trauma, and grief counseling; and
- Brown bag educational presentations on a variety of emotional and mental health topics.

FASCCO's professional staff members are available to assist with such personal issues as interpersonal conflicts, marital/partner or family conflicts, and psychological symptoms – such as depression and anxiety – that may be affecting work performance or career advancement.

[Michigan Medicine Office of Counseling and Workplace Resilience](#) is a similar resource of all Michigan Medicine faculty and staff.

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10.G Formal Grievance Procedures

If informal procedures and consultation do not provide resolution of a dispute involving a faculty member, it may be necessary to resort to formal dispute resolution procedures (discussed briefly below).

For information about any form of discrimination or harassment, contact the [Equity, Civil Rights, and Title IX Office](#) (ECRT).

- To obtain a copy of the formal grievance procedure for your unit, contact the dean's office, the Faculty Senate Office, the Office of Academic Human Resources, or the Office of the Vice President and General Counsel.
- Any questions regarding the appropriate venue should be directed to the Academic Human Resources Office.
- For information about additional services on the UM-Flint and UM-Dearborn campuses, contact the Human Resources office on each campus.

Formal grievance procedures are available to all faculty with complaints concerning the terms and conditions of their employment. Each school and college has adopted a faculty grievance policy, based on a model Faculty Grievance Procedure. Academic Human Resources maintains a [list of school and college grievance procedures](#).

Formal grievance procedures are available when there is a charge that the school or a department has reached a manifestly unfair decision concerning an aspect of an eligible grievant's employment. Grievants may challenge all aspects of the decision-making process except those that involve conclusionary judgments about professional competence. The procedures are not available for challenges to the desirability of unit or University policy, nor are they available for claims that are patently frivolous or without merit. The procedures all have time limits within which one must bring a

claim, so it is important to determine the time limit that applies in each case. Most procedures stipulate that a grievant has 90 calendar days from the date the grievant first knew or could reasonably have been expected to know of the decision or event that gave rise to the grievance to request the formation of a formal faculty review board. (This time period is 90 days for the UM-Dearborn campus and 120 days for the University library.) The procedures typically require a grievant to first try to resolve a dispute informally with the person who made the decision or who has the authority to provide redress before filing a formal grievance.

10.H SACUA Faculty Hearing Committee

A subcommittee of SACUA has been created to advise on faculty complaints or grievances that do not fall readily into established school and college grievance procedures. This subcommittee is known as the SACUA Faculty Hearing Committee and consists of one member of each SACUA class. After the initial formation, each year the SACUA chair appoints one member of the incoming class to the committee. Inquiries, complaints, and grievances addressed to SACUA from individual faculty members and groups of faculty members (e.g., school or college executive committees, programs slated for discontinuance) will be referred to the subcommittee for consideration. The subcommittee will then advise SACUA and counsel a course of action.

10.I Resources Outside the University

Faculty members who wish to have an external agency review their complaint about discriminatory conduct, including sexual harassment, may contact the Michigan Department of Civil Rights (MDCR) or the Equal Employment Opportunity Commission (EEOC). An additional resource outside the University is the American Association of University Professors (AAUP). Faculty members may contact their chapters for more information.

Sexual and Gender-Based Misconduct

11.A General Principles

The University of Michigan, comprised of the Ann Arbor campus, the University of Michigan-Dearborn, the University of Michigan-Flint, and Michigan Medicine (collectively the “University”), is committed to creating and maintaining a safe and non-discriminatory campus community that is free from “Sexual and Gender-Based Misconduct” and that enables individuals engaged in its programs or activities to participate fully in the scholarly, research, educational, patient care, and service missions of the University. The University does not discriminate on the basis of sex or gender in any of its programs or activities.

The University of Michigan [Policy on Sexual and Gender-Based Misconduct](#) (“Policy”) prohibits the following types of conduct as defined in Policy section XI (also referred to collectively as “Prohibited Conduct”):

- A. Sexual and Gender-Based Misconduct (i.e., sexual assault; sexual exploitation; sexual harassment; gender-based harassment; sex and/or gender-based stalking; intimate partner violence; sex and gender-based discrimination; retaliation and violation of supportive measures); and

- B. Title IX Misconduct (i.e., *Quid pro quo* sexual harassment; severe, pervasive and objectively offensive sexual harassment; sexual assault; intimate partner violence and sex and gender-based stalking; as defined by and within the scope of Title IX).

Prohibited Conduct undermines the character and purpose of the University and the University will take appropriate prompt and effective action to eliminate “Prohibited Conduct”, prevent its recurrence, and remedy its effects. Prohibited Conduct may also constitute crimes that violate federal and state law.

The University adopts the Policy with a commitment to: (1) eliminating, preventing, and addressing the effects of Prohibited Conduct; (2) fostering an environment where all individuals are well-informed and supported in reporting possible Prohibited Conduct; (3) providing a fair and impartial process – including constitutionally required due process where applicable – for all parties; and (4) identifying the procedures by which violations of the Policy will be evaluated. “Employees”, “Students”, or “Third Parties” (as defined in Section II below) who violate the Policy may face, as appropriate, disciplinary action up to and including termination, expulsion, or other actions.

It is the responsibility of every member of the University Community to foster an environment free of Prohibited Conduct. All members of the University Community are encouraged to take reasonable and prudent actions to prevent or stop such behavior.

Information about [how to report sexual and gender-based misconduct](#), who is required to report (e.g., “Individuals with Reporting Obligations”, or “IROs”), the Policy and procedures, education and training, student, faculty, and staff resources, and updates, is posted online. [SPG 601.89](#) and related policies and other information may also be helpful. If you have questions, please contact the [Equity, Civil Rights and Title IX Office](#).

11.B Definition of Sexual and Gender-Based Misconduct

The [Definition of Prohibited Conduct](#) is found in the Sexual and Gender-Based Misconduct Policy.

11.C Procedures for Addressing and Reporting Sexual and Gender-Based Misconduct

The [Equity, Civil Rights and Title IX \(ECRT\) Office](#) houses many of the critical functions around equity and civil rights work, including Title IX, the Americans with Disabilities Act, and other forms of discrimination. ECRT replaces and subsumes the university’s Office for Institutional Equity (OIE).

The procedures the University applies when it receives a report of possible Prohibited Conduct are available at the following sites:

- [Website with links to the policy, all procedures, and other resources](#)
- [Employee and third-party procedures \(for Ann Arbor, Dearborn, and Flint\)](#)
- [Student procedures for Ann Arbor](#)
- [Student Procedures for Dearborn](#)
- [Student Procedures for Flint](#)

University Records, Privacy, and Access to Information

12.A General Principles

The University of Michigan respects the privacy of its employees. [Bylaw 14.07](#) states that the University will not release sensitive information without the consent of the individual involved unless required to do so by law. Individuals who provide information to the University are expected to provide truthful and timely information and to inform the University of any known inaccuracies in the University's records.

In addition to University policy, several statutes address privacy of and access to University records. These include the Michigan Freedom of Information Act (FOIA), which governs access to all University records. See handbook section 12.B "Freedom of Information Act (FOIA)" i); the Michigan Bullard-Plawecki Employee Right to Know Act, which governs access by employees to their personnel records (see handbook section 12.C Personnel Records i); the federal Family Educational Rights and Privacy Act (FERPA), which governs access to student records (see handbook section 12.D "Student Records/References" i); and [SPG 601.11](#), "Privacy and the Need to Monitor and Access Records."

Updated 2022

12.B Freedom of Information Act (FOIA)

As a public institution in the state of Michigan, the University is subject to provisions of the state's Freedom of Information Act (FOIA), MCLA 15.C31 et seq. Under FOIA, "all persons, except those persons incarcerated in state or local correctional facilities, are entitled to full and complete information regarding the affairs of government and the official acts of those who represent them as public officials and public employees...." Consequently, any individual other than a prisoner, or organization has the right to inspect and/or receive copies of public records maintained by the University.

A "public record" is very broadly defined and liberally construed by the courts as any writing prepared, owned, used, in the possession of, or retained by the University in the performance of an official function. A "writing" includes papers, pictures, sound recordings, electronic media, and every other means of recording or retaining meaningful content. It is important for faculty to recognize that the records they keep as part of their University duties are subject to disclosure under FOIA. The law recognizes that in some instances the public interest may be better served by not disclosing information. FOIA provides a number of exemptions ranging from matters of privacy to confidential research-related information. These exemptions are optional, with the exception of the exemption protecting student records (the federal Family Educational Rights and Privacy Act), which is mandatory. The decision to withhold material is made by the University's FOIA officer, if necessary after consultation with other appropriate offices including the Office of the Vice President and General Counsel.

Faculty on the Ann Arbor campus who receive a FOIA request should forward it immediately to the University's FOIA Office. Faculty at UM-Flint and UM-Dearborn should immediately send any FOIA request they receive to the campus FOIA coordinator, who will forward the request to the FOIA office in Ann Arbor for a response.

The University has five business days from receipt of the request to respond, although the FOIA officer can extend the deadline an additional ten business days if necessary. The denial of a request can be appealed to the president of the University and/or reviewed by a circuit court.

For more information, visit the [FOIA website](#) or contact the FOIA Office on the Ann Arbor campus with questions.

12.C Personnel Records

Personnel files are maintained for different purposes in various administrative units throughout the University. Personnel files or records are governed by regulations established by the University including bylaw [14.07](#) (discussed in section [12.A “General Principles”](#)) and SPG [201.46](#). SPG 201.46 also defines “personnel record.” These policies are designed to protect the privacy of information contained in individual personnel files to the extent permitted by law.

In addition, the Bullard-Plawecki Employee Right to Know Act, MCLA 423.501 et seq., grants to employees the right to inspect their own personnel files. Personnel records are any records identifying an employee that are kept by an employer and are used to determine an employee’s qualifications for employment, promotions, transfers, additional compensation, or disciplinary action. There is certain information which the Act does not require be disclosed to an employee including, among other things, employee references that would identify the person making the reference, medical reports and records made or obtained by the University if the reports and records are available to the employee from the doctor or medical facility involved, and personal information concerning someone other than the employee if disclosure would be a clearly unwarranted invasion of the other person’s privacy.

Employees may review their own University personnel files located in the Office of Human Resources Records and Information Services (HRRIS) in the presence of a representative from that office. Personnel records maintained by schools, colleges, and other units are also available for inspection as required by law and pursuant to the policy established by the unit.

Another individual’s personnel file is available to members of the University community only when it is needed in fulfilling University functions. Records or information from personnel files may be made available to individuals or agencies outside the University only if such action legitimately serves the purpose of the University and the staff member consents or if the University is required by law to release them. (As indicated above, “personnel record” is defined in SPG [201.46](#).)

Requests for information in personnel files from government agencies or other investigatory bodies, or through court order or subpoena should be referred to the Office of the Vice President and General Counsel. As noted in section [12.B “Freedom of Information Act \(FOIA\)”](#) requests for information under the Freedom of Information Act (FOIA) should be referred immediately to the FOIA office. Decisions in the Michigan Court of Appeals and the Michigan Supreme Court have limited the ability of the University to protect information contained in personnel records from disclosure under FOIA. If disclosure of a staff member’s files is required through any of these means, the University will make all reasonable efforts to notify the staff member as quickly as possible, unless such notice is prohibited by law.

Information published in the University of Michigan Directory and the online directory called [“MCommunity”](#) is available to any member of the general public. Faculty and staff can elect to withhold their home addresses and home telephone numbers from being published in these directories by contacting the Records and Information Services office, 4073 Wolverine Tower, or on the medical campus by contacting, Staff Records, Medical Center Employment Office, 300 N18A04. Faculty may obtain copies of the University of Michigan Directory through their academic units.

12.D Student Records

Except for certain public information, student records are regarded as confidential and are maintained by the University primarily to benefit students in their educational and professional advancement. Access to student records is governed by the federal Family Educational Rights and Privacy Act (FERPA), 20 USC 1232g, and the regulations under that statute. As required by FERPA, the University has adopted a policy on [Student Rights and Student Records](#).

FERPA applies to records that relate to any current or former student. A “student” is defined as anyone who is or has been in attendance at the University. FERPA does not apply to records containing information gathered after a student has graduated or otherwise left the University. As a general rule, it also does not cover individuals who have applied but were not admitted or who were admitted but did not enroll.

A “record” means any information recorded in any way, including handwritten, print, computer media, video or audio tape, film, photographs, microfilm, or microfiche. There are a number of records relating to students that are not subject to FERPA including records that relate to a student as an employee; records maintained by the Department of Public Safety for law enforcement purposes; medical, psychiatric, and psychological records; and notes prepared by an administrator or faculty member that are used only by that person and are not shared with anyone else.

Generally, FERPA and University policy prohibit disclosing most information contained in student records about a student without his or her written permission. This applies to anyone outside the University, including a student’s parents, or to University employees unless the employee demonstrates a legitimate educational interest consistent with his or her official function for the University and consistent with usual professional and legal practices. FERPA sets forth limited circumstances under which information in a student’s records can be released without the student’s prior written permission. Requests for information from a student record from anyone other than the student or a University employee who has a legitimate educational interest should be directed to the Office of the Registrar. Requests for information from a student record from a University employee should be directed to the office that maintains the student record in question. In such cases, the employee must demonstrate a legitimate educational interest consistent with his or her official function for the University and consistent with usual professional and legal practices. FERPA gives students the right to inspect and obtain a copy of their own records with certain limited exceptions. Many units have designated individuals who handle such requests from students. The website with the University of Michigan Student Rights and Student Records policy (URL above) lists many of the offices that maintain student records. Finally, FERPA provides a mechanism for a student to challenge and respond to information contained in his or her student records.

Anyone having access to student records, including faculty, is expected to be familiar with and observe the University’s policy on student records. The Office of the Vice President and General Counsel can assist with questions regarding FERPA.

12.E Faculty Handling of Student Records/References

FERPA directly affects faculty in their handling of information related to students. For instance, FERPA prohibits the posting of grades by the student’s name or the student’s ID number. Grades can be posted by using randomly assigned numbers known only by the faculty and the individual student or by using

the last four digits of the student ID numbers in such a way that individual privacy is protected (e.g., not listing the students in alphabetical order). In addition, test, papers, and other materials must be returned to the students in a way that prevents access and/or release to anyone other than the student.

Faculty provide an important service for students when they write letters of recommendation on request by the student. In writing these letters, however, faculty members should take care to provide information based on personal observation or knowledge. In addition, faculty should not respond to a third party's request for a reference for a student without that student's prior consent. The Career Center publishes a guidebook for faculty, Graduate Student Instructors, and staff, that provides additional information. It is entitled [Guidelines for Writing Letters of Reference](#), and is available at no cost from that office or their website.

12.F Faculty Record Keeping

The University strongly encourages all faculty and staff to be diligent in creating and maintaining records related to their University functions. Information kept in University files should be as accurate as reasonably possible and directly relevant to a legitimate University purpose. Questions about what to keep in a file and how long to keep it can be directed to the following organizations:

- For faculty and staff records: [University Human Resources, Records and Information Services](#)
- For student records: [Office of the Registrar](#)
- For general legal information: [Office of the Vice President and General Counsel](#).

12.G Electronic Privacy

The University of Michigan respects the privacy of its employees and seeks to foster a climate free from arbitrary or capricious monitoring of employees and the records they create, use, or control.

Nonetheless, the University must, at times, access records or monitor record systems that are under the control of its employees. Furthermore, because the University permits some latitude for employees to use University resources to conduct University business off-campus and to conduct personal matters at their work sites, work-related records and employees' personal records may be located in the same place. For further discussion, including policy interpretations and interpretative guidelines, see [SPG 601.11](#).

The University also has a policy and guidelines regarding electronic access to potentially offensive material. It attempts to balance the right of members of the University community to access whatever electronic material they need and to express themselves freely with the responsibility not to expose others to material they find offensive. ([SPG 601.16](#)) Questions about this policy can be addressed to the Office of the Vice President and General Counsel. See also the ITS web page titled "[Guidelines for Implementing the Proper Use Policy of the University of Michigan: Responsible Use of Technology Resources](#)".

Faculty Awards

13.A General Principles

In its strong commitment to recognizing the achievements of its faculty, the University has established a variety of faculty awards.

Information about a few of these awards has been included in the Faculty Handbook as an illustration of awards given by the University of Michigan. Unless otherwise noted, faculty on all three campuses are eligible for these awards. For a listing of awards committees, see handbook subsection [4.E.3, "Other University Committees with Faculty Members Recommended by SACUA."](#) For a listing of University of Michigan teaching awards, see the [Center for Research on Learning and Teaching \(CRLT\) website](#). See also the [Honors and Awards section](#) of the Provost's Office website and the [Rackham Graduate School Awards webpage](#).

13.B University-Wide Awards

Administered by the Office of the Provost

- [Arthur F. Thurnau Professorships](#)
Recognizes and rewards faculty whose commitment to and investment in undergraduate teaching has had a demonstrable impact on the intellectual development and lives of their students.
- [Harold R. Johnson Diversity Service Award](#)
Recognizes and rewards faculty whose service contributes to the development of a culturally and ethnically diverse campus community. Nominees must be full-time tenured or tenure-track faculty on the Ann Arbor campus.
- [Provost's Teaching Innovation Prize](#)
Recognizes faculty who have developed innovation in teaching, such as new uses of instructional technology and new ways to engage students.

[Administered by the Rackham Graduate School](#)

- [Distinguished Faculty Achievement Award](#)
Recognizes extraordinary achievement in teaching, research, creative work in the arts, public service, or other activities that have brought distinction to the University. Eligibility: full and associate professors who have not previously won this award.
- [Distinguished University Professorship](#)
Recognizes exceptional scholarly and /or creative achievement, national and international reputation, and superior teaching skills.
- [Faculty Recognition Award](#)
Recognizes substantive contributions to the University through significant achievements in research and other scholarly and creative activities; excellence as a teacher, advisor and mentor; and distinguished participation in service activities of the University. Eligibility: full professors with no more than four years at that rank, associate professors, and assistant professors who have not previously received the award.
- [Henry Russel Lectureship](#)
Recognizes exceptional achievements in research, scholarship and creative endeavors, and an outstanding record in teaching, mentoring and service—one of the University's highest honors for a

senior member of its active faculty. Recipient delivers the Henry Russel Lecture. Eligibility: senior faculty with the rank of Professor.

- [Henry Russel Award](#)

Recognizes distinguished scholarship and/or creativity and conspicuous ability as a teacher.

Eligibility: faculty with the title of Associate or Assistant Professor who have been tenure track instructional faculty for not more than six years at the time of nomination.

Sponsored by Rackham Graduate School

- [John H. D'Arms Faculty Awards for Distinguished Graduate Mentoring in the Humanities](#)

Recognizes scholars of extraordinary depth and breadth who have provided their students with the quality of intellectual support that only remarkable learning, coupled with boundless generosity of spirit, can bestow. Eligibility: Tenured faculty members in the Humanities who have directed a substantial number of dissertations over the past several years.

- [Rackham Distinguished Graduate Mentor Award](#)

Recognizes the considerable efforts and accomplishments of faculty who consistently serve as effective mentors of doctoral students. Eligibility: tenured faculty members who have advised a substantial number of doctoral students over a number of years. Note: *Because the D'Arms Faculty Awards recognize distinguished mentoring in the humanities, this award typically will go to faculty in other fields.*

- [Rackham Master's Mentoring Award](#)

Recognizes faculty members from any discipline who serve as dedicated and inspiring mentors to Rackham master's students, especially those students who do not intend to pursue doctoral degrees. Eligibility: scholars, researchers, artists or professionals with a demonstrated commitment to fostering the intellectual, creative, scholarly, and/or professional growth of their master's degree students.

External Faculty Awards & Programs

The opportunities listed in this section provide external funding through awards and programs in which the sponsors limit the number of submissions from the University. Typically, an internal selection process is undertaken to decide which proposals will go forward.

Other Awards

The [UM Office of Research \(UMOR\)](#) collects and distributes information about numerous [limited submission opportunities](#) for faculty. These opportunities are coordinated by UMOR, the Medical School, or other offices. The website also provides an archive of opportunities posted previously.

13.C Research Faculty Awards

A guide to all [research-related awards](#) is posted on the UM Office of Research website.

[Collegiate Research Professorship](#)

Any individual at the University of Michigan who holds at least a 75% appointment as a research professor who does not also hold a tenured or tenure-track appointment is eligible. The award provides an annual stipend for five years to enhance the investigator's research. The named Collegiate Professorship may be renewed; however, the stipend is not renewable past the first five years. No more than one collegiate research professorship will be awarded each year.

[Research Faculty Achievement Award](#)

The criterion for this award is outstanding contribution to the intellectual environment of the University through excellence in research. The award is open to individuals at the University of Michigan who hold at least 75% of their University appointment in the faculty research tracks at the rank of associate research scientist, research associate professor, research scientist, or research professor. Tenured and tenure-track faculty are not eligible for this award. The award includes a stipend.

[Research Faculty Recognition Award](#)

The criterion for this award is outstanding contribution to the intellectual environment of the University through excellence in research. The award is open to individuals at the University of Michigan who hold at least 75% of their University appointment in the faculty research tracks at the rank of assistant research scientist, associate research scientist, research assistant professor, or research associate professor. Tenured and tenure-track faculty are not eligible for this award. The award includes a stipend.

13.D School and College Awards

Most of the schools and colleges have established awards to honor the many achievements of their faculties. Contact the dean's office of each school and college for more information. See the Center for Research on Learning and Teaching (CRLT) website for information about [school and college teaching awards](#).

Compensation and Budgetary Procedures

14.A General Principles

An adequate faculty compensation package, encompassing salary and benefits, is recognized to be of the utmost importance in attracting and retaining the outstanding faculty that is essential to the health of the University. To this end, the Board of Regents, president, provost and executive vice president for academic affairs (Ann Arbor campus), chancellors (UM-Flint and UM-Dearborn campuses), and the deans and directors of academic units direct considerable attention to the development and allocation of resources for compensation. In doing so, they take into account market forces within various disciplines and professions, compensation packages at peer institutions, input from the Committee on the Economic Status of the Faculty (see handbook subsection [4.E.2 "Other Senate Assembly Standing and Special Faculty Committees"](#)), and University and unit budget circumstances.

The University has an operating budget of several billion dollars, and about 60% of that total is spent on compensation of faculty and staff.

The University's operating revenues for the General Fund, which is the operating fund used for most instruction and instructional-related activities, come primarily from student tuition and fee payments and appropriations from the state of Michigan. However, revenues outside of the General Fund, such as sponsored research grants and payments for health care services, provide other significant sources of revenue for University operations.

Faculty compensation may be derived from all these sources, depending on the faculty member's appointment, duties, and workload. Compensation expenditures include direct wages and costs for

benefits associated with University employment.

14.B Budget Procedures

The University conducts fiscal affairs under a budgetary system based on a fiscal year defined by the Board of Regents as July 1 through June 30. On the Ann Arbor campus, the provost and executive vice president for academic affairs is responsible for preparing the annual request for legislative appropriation and the annual budget, and for recommending both to the Board of Regents. At UM-Flint and UM-Dearborn, the chancellors are responsible for preparing the budget for their respective campuses and for presenting that budget to the Board of Regents. As a practical matter, the University has a decentralized model of management; deans and other unit heads have great flexibility in allocating resources once their budgets are set ([bylaw 2.11](#)).

Details of each year's budget are available from the [Office of Budget and Planning website](#). The University of Michigan Financial Report – Year Ended June 30, 20xx is annually prepared by the executive vice president and chief financial officer and available from the [Office of Financial Analysis](#).

14.C Salary Payments

Faculty members typically hold either University-year or twelve-month appointments. University-year appointments consist of any two of the three full terms ([bylaw 5.01](#)). See also section [5.B “Criteria for Appointment and Promotion of Instructional Faculty”](#) and section [5.C “Instructional Faculty: Classifications.”](#) Faculty with closed term appointments (appointments for a fixed period of time) are paid in equal installments during the term of the appointment. Faculty members on annual or open-ended twelve-month appointments receive 12 monthly salary payments, payable on the last working day of the month. Faculty members on open-ended University-year appointments also receive 12 equal monthly payments.

Regular instructional faculty members with University-year appointments will receive their salary payments allocated on a fiscal year basis (July 1 – June 30). If a faculty member takes a leave without salary for an academic year, the final payment of the year preceding the leave will be on the last working day in June. In addition, if the faculty member retires or resigns at the end of the academic year, the final paycheck will be on the last working day in June.

The University provides check-depositing services with a number of financial institutions in Michigan and around the country, allowing salary checks to be deposited automatically each payday. A list of participating institutions and the form authorizing direct deposits can be obtained from the Payroll Office or the Hospital Payroll Office.

If a paycheck error occurs, faculty should notify their department administrator. Errors will be corrected as soon as practicable. When necessary, special checks can be issued at the faculty member's request if the error is for an underpayment. Otherwise, corrections will be included in the individual's next paycheck.

Income tax withholding, Social Security (FICA), and other mandatory deductions are withheld from each paycheck. In addition, with the faculty member's written approval, deductions will be made for optional items such as group life insurance, group health programs, retirement plans, parking permits, United States savings bonds, and United Way contributions. Participation in a retirement plan is mandatory for

full-time faculty who are age 35 or over and have two years of service. See [Chapter 19 “Retirement, Emeritus/Emerita Status”](#) and [Chapter 15, “Benefits and Services.”](#)

Faculty who are taking unpaid leaves of absence and wish to continue their benefits should contact the appropriate Payroll Deductions Section before going on leave to make arrangements for the payment of retirement contributions and insurance premiums, which must be paid in advance and on a continuing basis.

Contact Payroll Service Center at 734-615-2000, option 2 or payroll@umich.edu for a list of payroll deduction staff members who are assigned by ranges of Employee ID numbers. In the case of a leave covered by the Family and Medical Leave Act, the University pays the premiums and retirement contributions, subject to certain payback provisions for the faculty member’s share. See section [16.C.4 “Family and Medical Leave Act.”](#)

14.D Base Salaries

Usually, the establishment of either an annual or a University-year salary and the actual salary amount are matters agreed upon by the dean, chair or unit head, and the individual faculty members. These agreements require the approval of the dean or director and the provost and executive vice president for academic affairs, the vice president for research (research scientist positions), the executive vice president for medical affairs (medical school faculty), or the chancellor (UM-Flint and UM-Dearborn).

14.E Merit Increases

On the Ann Arbor campus, the provost and executive vice president for academic affairs recommends to the Board of Regents an overall budget for the academic units on an annual basis and suggests University-wide targets for annual increases. Decisions regarding merit increases for individual faculty members are the responsibility of the dean, director, or unit executive committee and usually take effect on the first of September. In units with departments, recommendations for those decisions are commonly made by department chairs or division heads, sometimes with input from promotion or executive committees. At UM-Dearborn and UM-Flint, the chancellors make the budget recommendations to the Board of Regents for their respective campuses.

14.F Salary Structure for Librarians, Archivists, and Curators

Salary increases for librarians, archivists, and curators are governed by Article XIII in the [LEO-GLAM collective bargaining agreement](#), which provides contractual minimum salaries for full-time rates each academic year based on the classification rank

14.G Additional Faculty Compensation

Additional compensation is defined as any compensation paid to faculty by the University in excess of the full-time salary. The basic policy is that the establishment of a full-time salary, either annual or University-year, is full payment for the faculty member’s entire services to the institution during the period of appointment and precludes other University employment. Therefore, faculty on full-time

University appointments do not receive additional compensation from the University for services directly related to their recognized duties, except as noted below. For University policies on outside employment, including consulting, see section [9.E “Working Outside the University.”](#)

Additional Duties. At times, individuals are called upon to serve the University in significant additional activities not related directly to their previously recognized University duties. This sometimes occurs when faculty members undertake administrative responsibilities. Additional compensation for these services may be permitted only if relief from regular duties is not feasible and if the appropriate dean or unit head and the provost and executive vice president for academic affairs, vice president for research, executive vice president for medical affairs, or chancellor approves.

Additional Appointments. An additional appointment with the University is often possible for instructional faculty on a University-year appointment during the term not covered by the appointment (particularly summer appointments). The maximum assignment and the compensation during this period is the equivalent of two months for Ann Arbor and UM-Flint campuses or three months for the UM-Dearborn campus, although exceptions may be allowed by the appropriate dean or the provost and vice chancellor for academic affairs (UM-Flint and UM-Dearborn). Any additional compensation may not be at a rate higher than that of the regular salary. Faculty are paid at the end of each month for work completed during that month. (SPG [201.04](#)).

Non-Recurring Services. Special stipends can be used to compensate eligible faculty who provide additional non-recurring services performed outside of their regular work assignment, to pay honoraria, and to pay scholarly and other work-related rewards. These payments must be consistent with the rules and regulations of the unit and in accordance with established schedules (SPG [201.85](#)).

Continuing Education Activities. Participation in a continuing education activity is compensated when the activity is clearly in addition to the regular assignment of the faculty member. A “continuing education activity” is defined as a short course, the direction of or participation in an institute, or a non-credit course in which the faculty member is an instructor. Special rates of compensation may be allowed for certain consultant services under the auspices of the University and also for certain programs conducted by the Ross School of Business. The University of Michigan Press sets rates for reading and judging the manuscripts that are not to be printed in a regular University publication series. Faculty may be paid for actual travel expenses incurred in presenting lectures or performing similar services for a continuing education activity on a University campus other than that on which they usually serve (Ann Arbor, UM-Dearborn or UM-Flint) or on an off-campus location. See also [Chapter 17 “University Travel and Reimbursement.”](#)

14.H Overtime Compensation

Faculty are exempt from the overtime provisions in the Fair Labor Standards Act and, therefore, are not eligible for overtime compensation.

14.I Remote Location Compensation

Whenever faculty members are required to establish temporary residence at a remote location for extended periods of time in order to carry out their University teaching or administrative duties, they will be eligible for remote location compensation. In determining the amount of compensation, consideration will be given to extraordinarily difficult living or working conditions, excessive physical hardship, notably

hazardous conditions and duties that require substantial amounts of irregular, unscheduled work. (SPG [201.51](#)) See also [Chapter 17 “University Travel and Reimbursement.”](#)

14.J Unemployment Compensation

Current and former University faculty who meet eligibility requirements may draw unemployment compensation payments during periods of unemployment in accordance with the Federal Employment Security Amendments of 1970 and the Michigan Employment Security Act ([SPG 201.78](#)).

14.K Voluntary Withholding of Services

The University cannot make payments of wages and services to individuals who choose to withhold the services for which they are employed. For further information about the rules that apply if individuals choose to withhold all or part of their services (for example, during a strike), see [SPG 201.71](#).

14.L Worker’s Compensation

The University provides Worker’s Compensation benefits for all faculty members who sustain a work-related injury or illness in the course of employment. Benefits are administered by the University’s [WorkConnections Program](#) in accordance with Michigan State law. WorkConnections, which is part of Risk Management Services, is an integrated disability management program developed by the University to assist faculty and staff and their supervisors when they experience an illness or injury that prevents them from working. Benefits can include medical costs (such as first aid medical care) and, when appropriate, a percentage of salary. All claims are administered by WorkConnections.

Benefits and Services

15. Benefits and Services

One of the ways the University of Michigan strives to attract and retain an outstanding faculty is through its benefits programs. Current information about [benefits, services and supports](#) offered to faculty is available online.

Leaves, Absences, Holidays, Vacations, and University Closures

16.A General Principles

In recognition that extended periods of leave from regular University duties may enhance the professional effectiveness of University faculty, the University has developed a variety of paid and unpaid leaves to meet those needs. Extenuating personal circumstances that prevent faculty members from carrying out their duties are also recognized in policies and programs that provide for paid and unpaid leaves in appropriate instances. Certain University holidays and closure rules affect the

responsibilities of all faculty and staff. There are other periods when classes are not held but University offices remain open (for example, University Spring break and Martin Luther King, Jr. Day; see handbook subsection [8.D.1 “Academic Calendar”](#)). University policies related to vacation allowance are relevant for all faculty on twelve-month appointments.

The University of Michigan also offers paid leaves to support faculty who welcome children by birth, adoption, foster care or legal guardianship:

- Maternity (Childbirth) Leave: Up to 6 weeks of paid time off to recover from childbirth (available to birth mothers); and
- Parental Leave: Up to 6 weeks of paid time off to bond with a new child (available to birth mothers who have also used maternity leave, fathers and other parents).

Also, effective September 1, 2018, eligibility for all uses of extended sick time was reduced from two years of service to one year for faculty (as well as campus staff and Medical School staff).

Leaves of absences for librarians, archivists, and curators, are governed by Article XXIII and Article XXIV in the [LEO-GLAM collective bargaining agreement](#).

For more information, see [SPG 201.30-6](#).

Updated 2022

16.B Leaves Related to Professional Development

16.B.1 Sabbatical Leaves

Members of the tenured faculty who have completed six years (12 terms) of service in the professorial rank at the University and have tenure are eligible to apply for sabbatical leave. (In some academic units, clinical instructional faculty members may be eligible for some form of paid leave.) Terms on scholarly activity leave or leave without salary do not count toward sabbatical eligibility. Sabbatical leaves must be recommended by the appropriate chair and dean and approved by the president or a designated representative. The application should include a statement of a well-considered plan for spending the leave in a manner calculated to contribute to the professional effectiveness of the applicant and the best interests of the University (bylaw [5.14](#); SPG [201.30-2](#)).

A sabbatical leave may be granted for the individual's entire appointment period or for one-half this period, the appointment period being either 12 months or the University-year. The term during which an individual is eligible for a sabbatical leave is determined by the individual's appointment history.

The instructional faculty member granted sabbatical leave for the entire appointment period receives one-half of the faculty member's regular salary. If the leave is for one-half the appointment period, the individual receives the total regular salary for the period of the leave.

A member of the instructional faculty on sabbatical leave may not render service for compensation in the University or another institution or enterprise. This does not preclude, however, the acceptance of a fellowship or other assistance in research. In this case, the source of additional funds and the fact that their use materially aids the planned research program of the staff member must be fully set forth in the request for sabbatical leave, or if not known at that time, before the effective date of the sabbatical leave. Salary replacement received from a fellowship or other assistance in research, including the

sabbatical leave salary, may not exceed the staff member's regular salary.

A faculty member granted a sabbatical leave is required to return to the University for a period of at least one year following the completion of the sabbatical leave. In the event the faculty member does not return to his or her duties at the University following a University-sponsored sabbatical, he or she will be expected to reimburse the University for the funds it contributed to the leave.

16.B.2 Scholarly Activity Leaves

Scholarly Activity Leaves not in excess of one year may be granted to members of the regular instructional faculty by the president or a designated representative on recommendation of the dean (Ann Arbor campus) or chancellor (UM-Flint or UM-Dearborn campus). These leaves may be granted to permit acceptance of prestigious fellowships or to permit acceptance of a temporary appointment at another institution when this appointment would, in the interest of the University, permit engagement in scholarly activities that are not otherwise practicably available and that will significantly enhance the individual's professional effectiveness. Scholarly activity leaves are usually without salary, but if the award or available salary is less than the instructional faculty member's regular salary, at the dean's request, a supplement may be provided by the unit to maintain the staff member's regular salary or a portion thereof. Supplements may be provided only if permitted by the rules of the fellowship or the other institution involved. For further information, see SPG [201.30-4](#).

16.B.3 Intergovernmental Leaves

The University, on occasion, enters into agreements with agencies of the federal government that allow for the temporary assignment of University faculty to roles in those agencies (or for similar assignments of federal employees to roles within the University). These agreements are intended to enhance cooperation between the University and federal agencies; to take advantage of unusual expertise, skills, or talents; or to provide professional development opportunities. They are for a specified and limited duration. For further information, see SPG [201.30-5](#).

16.B.4 Duty Off-Campus

When a faculty member's duties require activities at a site away from one of the three University campus locations for a period of one month or more, the faculty member is placed on duty off-campus status for the appropriate period. Duty off-campus status for instructional faculty is reported to the Regents. Since University assignments and salary are continued during the period of duty off-campus, there is no effect on benefits. For further information, see SPG [201.90](#).

16.B.5 Librarian, Archivist, and Curator Professional Development

The University recognizes that access to, support of, and recognition of participation in professional development activities is vital to the professional and personal growth of librarians, archivists, and curators, as well as that these activities enhance and strengthen the programs and mission of the University. Article XIX of the LEO-GLAM collective bargaining agreement provides for professional development activities for librarians, curators, and archivists.

16.B.6 Leaves of Absence Without Salary for Professional Reasons

Excused absences without pay for longer than 21 consecutive calendar days must be covered by a leave of absence. Leaves of absence without salary are granted for personal circumstances or for professional circumstances, including education, government or public service, outside teaching, or unique research opportunities. See section [16.C.6 Leaves of Absence without Salary for Personal Reasons \(Including Child Care Leaves \)](#) and SPG [201.30-1](#).

The president or his or her designated representative may grant leaves of absence without salary on recommendation by the dean or director to members of the instructional faculty for periods of up to one year, and to archivists, curators, librarians, and research faculty. Only the Board of Regents may grant leaves of more than one year in duration and extensions of leaves beyond one year for instructional faculty when an appropriate request is made on recommendation by the department head, the dean or director, and the president. Leaves of absence for instructional faculty will be reported monthly to the Board of Regents.

Human Resources has posted information about benefit coverage during a [leave](#).

16.C Leaves/Absences Related to Personal Circumstances

16.C.1 Introduction

The following section lists the various ways in which a member of the University of Michigan community may obtain time off work, either paid or unpaid, to meet the faculty member's professional and personal needs. Because of the time commitment required of faculty members who teach, some of these leaves may not apply to them.

On the Ann Arbor campus, faculty absences must be reported to the faculty member's department chair, dean, or director, and absences extending over more than three consecutive weeks must be reported to the provost and executive vice president for academic affairs. At the UM-Dearborn or the UM-Flint campuses, absences over more than three consecutive weeks are reported to the chancellor (bylaw [5.16](#)). See also section [14.C "Salary Payments."](#)

16.C.2 Funeral Time

In the case of a death in the immediate family, the University provides up to three days paid time off from work to attend the funeral or memorial services and to make necessary arrangements. If additional time is needed, vacation time or excused absence without pay may be granted. When the death of an immediate family member occurs while a faculty member is on a scheduled vacation, up to three days of the faculty member's vacation time may be converted to funeral leave.

"Immediate family" consists of an employee's spouse or other qualified adult; the son, daughter, parent, grandparent, grandchild, brother, sister (or the spouse of any of them) of the employee, the employee's spouse/other qualified adult, or any other related person living in the employee's household (SPG [201.03](#)).

16.C.3 Pregnancy and Family Care Benefits

Faculty are eligible to receive sick leave income for up to three calendar weeks per year to care for a family member whose condition meets the eligibility criteria included in Standard Practice Guide 201.11-1 Sick Leave Plan – Academic Appointments. These conditions include time off to care for a family member who needs care because of incapacity caused or contributed to by pregnancy, miscarriage, abortion, or childbirth. Short-term sick time pay is also available for employees who are unable to work because they are caring for their newly born, newly adopted or newly fostered child. Staff members may use sick time pay for this purpose only during the year following the child's birth or arrival in the home. A "family member" is defined as the employee's spouse or partner with whom the employee shares living accommodations and expenses; the child, sibling, parent, grandparent or other related individual whose care is the responsibility of the staff member, spouse or partner. (SPG [201.11-0](#)) See also "[Benefits and Wellness](#)".

16.C.4 Family and Medical Leave Act

The Family and Medical Leave Act allows eligible employees up to twelve weeks of job-protected leave per year, provides for continuance of the employee's pre-existing health, dental and vision coverage during this leave period, and restores the employee to the same or an equivalent position at the conclusion of the designated leave. The FMLA applies to all employees with at least one year of service who worked at least 1250 hours in the previous twelve months.

Regular and supplemental faculty and staff are covered by the Family and Medical Leave Act (FMLA) for the following kinds of unpaid leaves of absence: child care for the birth, adoption, and foster care placement of a child; personal medical, for a faculty member's own personal illness; and family medical, for the serious illness of a family member (see SPG [201.11-0](#) for definitions). Before taking an unpaid FMLA leave, the faculty member must use up all available sick time and vacation time (if vacation plan participation is appropriate).

The University will pay the monthly premiums for health insurance of a faculty member who has been approved for a leave of absence without pay under the provisions of the Family and Medical Leave Act, provided the faculty member is already eligible to participate in the health insurance plans. Any required reimbursement of the faculty member's portion of the health insurance premiums is processed after the faculty member returns to work following the leave. Benefits and leave of absence end dates for supplemental faculty may not extend past the individual's appointment end date.

16.C.5 Jury and Witness Service

The University's policy is that no regular employee shall sustain a loss of regular compensation when they are called for jury duty or to testify at the order of a court or other government agency or at the request of the University. Specific regulations about compensation for this service and for related travel expenses may be obtained from departmental offices. See [SPG 201.29 Jury and Witness Pay](#).

16.C.6 Leaves of Absence without Salary for Personal Reasons (Including Child Care

Leaves)

Excused absences without pay for longer than 21 consecutive calendar days must be covered by a leave of absence. Leaves of absence without salary are granted for professional circumstances (see section [16.B.6](#) “Leaves of Absence Without Salary for Professional Reasons” or for personal circumstances, including child-care, disability, maternity, medical needs, military service, and a variety of other personal circumstances. (SPG [201.30-1](#))

The president or his or her designated representative may grant leaves of absence without salary on recommendation by the dean or director to members of the instructional faculty for periods of up to one year, and to archivists, curators, librarians, and research track faculty. Only the Board of Regents may grant leaves exceeding one year in duration and extensions of leaves beyond one year for instructional faculty when an appropriate request is made on recommendation by the department head, the dean or director, and the president. Leaves of absence for instructional faculty will be reported monthly to the Board of Regents.

See [Leaves](#) for information about benefit coverage during a leave and the criteria for a leave under the Family and Medical Leave Act (FMLA) are entitled to receive University contributions toward medical and dental premiums.

16.C.7 Military Leave

Leaves of absence without salary for military service may be given to a person who is called up as a member of the National Guard or Reserve. Faculty members should contact the appropriate dean or director for more information. The University complies with the *Uniformed Services Employment and Reemployment Rights Act* (USERRA). See [SPG 201.30-1](#) for more on unpaid leaves of an instructional nature.

16.C.8 Military Reserve Duty

All regular faculty and staff are granted up to 15 working days off in any one calendar year without loss of their regular compensation or any loss of their fringe benefits in order to participate in Military Reserve or National Guard Training Programs or for service required as a result of civil disorder or other emergency. The faculty member’s regular University compensation will be reduced by the amount of base military pay, if any, received for such services. On request, faculty may choose to use available vacation time to allow them to receive their full University pay. ([SPG 201.33](#)).

16.C.9 Sick Leave

The University wishes to minimize the loss of compensation to faculty when illness, injury, disability or preventive medical care makes absence from the performance of duty unavoidable. Consistent with its needs and requirements, the University grants sick leave to eligible members of the faculty when they make application on these grounds. The duties of the individual on sick leave are to be provided for without additional funding from the staff member’s school or college.

Members of the faculty who become incapacitated by sickness or accident are eligible for sick leave for

periods of time and at rates of compensation that vary according to the individual's length of service with the University and his or her rank. Regular and supplemental instructional faculty members are eligible for short-term sick leave at their regular salary during incapacity not to exceed three calendar weeks annually. Regular faculty members with service of two years or more are eligible for extended sick leave for one-half of a University-year at regular salary and one-half of a University-year at one-half regular salary. As an alternative, the faculty member may opt to receive sick leave income paid during incapacity at the full rate of the faculty member's academic year annual salary or twelve-month salary for a time not to exceed three-quarters the length of his or her annual appointment (up to a total of 6 3/4 months for faculty who hold University-year appointments or up to a total of 9 months for faculty who hold 12-month appointments).

Regular associate and full professors, associate and full research scientists and research professors, and senior associate librarians and archivists, librarians, and curators with ten years of service or more are eligible for extended sick leave for one University-year at regular salary and for an additional University-year at one-half regular salary. As an alternative, the faculty member may opt to receive sick leave income paid during incapacity at the full rate of the faculty member's academic year annual salary or twelve-month salary for a time not to exceed one length plus one-half the length of his or her annual appointment (up to a total of 13 1/2 months for faculty who hold University-year appointments or up to a total of 18 months for faculty who hold 12-month appointments).

The maximum amount of sick leave available for any one continuous illness or injury is three weeks of short-term sick leave plus the faculty member's extended sick leave benefits minus any short-term sick leave taken during the one year short-term sick leave period or the five year extended sick leave period in effect at the time the illness or injury occurs (SPG [201.11-1](#)).

16.D University Holidays and Closures/Vacation

16.D.1 Holidays (University-wide)

Subject to certain regulations prescribed by the University, faculty members and staff are to be granted time off work without loss of compensation in order to observe the following seven University-designated holidays:

- New Year's Day
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving Day
- the day following Thanksgiving
- Christmas

University-designated holidays will be observed on the calendar day on which each falls except that holidays falling on Sunday will be observed on the following Monday and holidays falling on Saturday will be observed on the preceding Friday. Operating units that have seven day per week operations may observe Saturday and Sunday holidays on the day on which they fall rather than the preceding Friday or following Monday. (SPG [201.26-0](#)) See also handbook section [16.D.2 "Season Days"](#)

16.D.2 Season Days

All regular faculty and staff are granted time off without loss of their regular compensation on the four working days that fall between the University-observed holidays of Christmas Day and New Year's Day, subject to regulations prescribed by the University. Most University units and departments are closed during this time period; faculty should check with their unit administrators about unit procedures. Faculty who are required to or elect to work on one or more of their designated Season Day(s) will receive an equivalent amount of vacation time. To claim this additional vacation time, they should follow the same procedures they use when claiming the annual vacation allowance the University provides to them. They must use any vacation earned in this way before the next date on which the University renews their annual vacation allowance. (SPG [201.26-1](#).) Also see handbook section [16.D.1 "Holidays"](#)

16.D.3 Vacation Allowance

Regular faculty holding University-year appointments are not eligible to accrue vacation time (SPG [201.64-1](#)).

Instructional Faculty with Twelve-Month Appointments

Regular and clinical instructional faculty who hold twelve-month appointments and have more than six months of service are eligible for a vacation allowance with regular compensation. The annual vacation allowance to eligible persons is equivalent to one month in 12. Individuals who have served for at least six months but less than 12 are eligible for a vacation allowance proportionate to the fraction of a year served. Part-time regular instructional faculty holding twelve-month appointments also receive annual vacation allowances on a proportional basis. The vacation allowance is in addition to University holidays and season days.

The vacation allowance may not exceed one month in twelve, and is not accumulated from one year to the next. In certain limited circumstances, payment in lieu of vacation time may be approved (bylaw [5.15](#) and SPG [201.64-1](#)). Neither vacation time nor pay in lieu of vacation may be granted prior to eligibility for the allowance.

Research Faculty, Librarians, Archivists, and Curators

Research faculty accrue paid vacation at the rate of two days per month beginning with the first date of employment. Part-time faculty members in these positions who are regularly scheduled to work 20% (eight hours) or more per week accrue vacation time on a proportionate basis. Faculty regularly scheduled to work less than 20% (eight hours) per week do not accrue paid vacation. Vacation time accrues during time worked and during absences covered by sick time and vacation. Vacation time is available for use during the calendar month in which it is accrued. Vacation days may be accumulated over a period of time up to a maximum of twice the annual accrual rate. (SPG [201.64-0](#)) Vacation days are in addition to the University holidays and season days.

Vacation for librarians, archivists, and curators, is governed by Article XXV in the [LEO-GLAM collective bargaining agreement](#).

16.D.4 Emergency Closing

It is the policy of the University to remain open at all times in order to maintain services to students, patients, and the public. However, in the event of emergency conditions due to severe weather, utility failures, or other circumstances, the University may order an emergency closing for certain non-critical service areas. Critical services basic to health care, safety, and daily sustenance have to remain open, and staff in these areas and in all other units that are not closed should make every reasonable effort to report to work. An emergency closing is declared by the president or designee and announced through the facilities of the University's News Service. See SPG [201.27](#) for further details, including the University's compensation policy in the event of an emergency closing.

University Travel and Reimbursement

17.A University Travel and Reimbursement

Many faculty members travel as part of their research, teaching, and service responsibilities. Policies concerning safety, health, and similar concerns can be found at the [Global Michigan website](#), where faculty can also complete the required registration for travel outside the United States. Procurement Services provides information online about [expenses and reimbursement](#).

Updated 2022

Campus Health and Safety

18.A Health and Safety Contact Information

Emergency calls: dial 911 from any phone, from anywhere on campus – Ann Arbor, Flint, or Dearborn.

Ann Arbor campus emergency text number: [377911](#)

CONTACT	PHONE	EMAIL
Ann Arbor Police		
Crime and drug tip hotline	734-794-6939	
Crime prevention office	734-794-6932	
Non-emergency call	734-994-2911	
UM-Ann Arbor		
Division of Public Safety & Security (DPSS)	763-1131 (non-emergency)	dpss-safety-security@umich.edu
Police Oversight Committee	734-647-7292	pdoversight@umich.edu

Counseling and Psychological Services (CAPS)	734-764-8312 (non-emergency)	caps-uofm@umich.edu
Faculty and Staff Counseling and Consultation Office (FASCCO)	734-936-8660	fascco@umich.edu
Michigan Medicine Office of Counseling and Workplace Resilience	734-763-5409	counseling@med.umich.edu
Office of Student Conflict Resolution	734-936-6308	oscr@umich.edu
Department of Environment, Health & Safety (EHS)	734-647-1143	ehsanswers@umich.edu
Psychiatric Emergency Service at U-M Hospitals	734-936-5900 or 996-4747	
SafeHouse Center (Ann Arbor)	734-995-5444 (24/7 Help Line)	info@safehousecenter.org
Sexual Assault Prevention and Awareness Center (SAPAC)	936-3333 (24-hr Crisis Line 764-7771 (office)	sapac@umich.edu
SOS Community Services	734-484-9945	info@soscs.org
University Health Service (UHS)	734-764-8320	ContactUHS@umich.edu
Ethics, Integrity & Compliance (Anonymous Hotline)	866-990-0011	compliancecoordinator@umich.edu
U-M Dearborn		
Department of Public Safety	313-593-5333	public-safety-requests-umd@umich.edu
Counseling and Psychological Services (CAPS)	313-593-5430 (non-emergency) 1-855-275-1715 (crisis line)	umdearborncaps@umich.edu >
Health Referral Services	313-593-5430	
U-M Flint		
Department of Public Safety	810-762-3333 (non-emergency)	
Office of Environment, Health and Safety	810-766-6763	Flint.EHS@umich.edu

Counseling and Psychological Services (CAPS)	810-762-3456 After hours emergency 810-762-3333 (Public Safety)	
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Updated 2024

18.B General Principles

All members of the University community are encouraged to work to achieve a safe, secure, and healthy campus climate. This includes an obligation to observe established safety principles and procedures and to promptly and accurately report unsafe conditions and suspicious activity to the Department of Public Safety & Security (DPSS) and/or other appropriate authority. Faculty and others in supervisory positions are responsible for maintaining conditions that provide for the safety, well-being and security of all those who report to them or who frequent their area and for ensuring that their students and staff are made aware of appropriate safety principles and procedures related to working conditions.

However, campus health and safety goes beyond providing personal safety and security for members of the University community. The University is committed as well to the promotion of a healthy community through a variety of services, including awareness training, educational programs, safety-oriented policies, counseling and support services, and other resources. Increased information and awareness about resolving conflicts, including harassment complaints, violence against women, and gender and diversity-related issues, are part of a growing understanding of what constitutes the “ideal human climate.” See [Chapter 2, “Diversity and Nondiscrimination”](#); [Chapter 10, “Resolution of Disputes”](#); and [Chapter 11, “Sexual and Gender-Based Misconduct”](#).

An important resource for all members of the University community is the *Annual Security Report & Annual Fire Safety Report*, prepared by the DPSS with assistance from various University departments and offices. It is revised and distributed annually to all faculty, staff, and students. The [Annual Security Report & Annual Fire Safety Report](#) is also available on the Division of Public Safety & Security (DPSS) webpage. It provides information about services and resources, University policies and State laws, crime prevention tips, campus crime safety statistics, and other information.

Safety is ultimately the responsibility of the individual and his or her cooperation is essential to the improvement of security for the individual and others.

18.C Emergencies

If it appears someone may need assistance because of a mental health situation, call the Psychiatric Emergency Service at University Hospitals for immediate help. This 24-hour service provides consultation, assistance to individuals who walk in at the Hospital Emergency Room, and outreach teams to assist anyone in the Ann Arbor community. Call 734-936-5900 or 734-996-4747.

In the event of an emergency on the Ann Arbor campus (i.e., serious illness or injury, crime in progress, or fire), dial 911 from any campus phone or lift the receiver of a carport phone or a blue light emergency

campus phone. All of these calls are routed to the Department of Public Safety & Security (DPSS) Communication Center, where the appropriate response is determined and necessary action taken. The Communication Center is operated 24 hours a day, 7 days a week.

Carport phones are located in University parking structures. Blue light emergency phones are located on the Central, North, South, and Medical campuses and can be recognized by the blue light above the phone. When either type of phone is removed from the cradle, the DPS dispatcher is automatically alerted, and an officer is sent to the location of the phone. Although no dialing or conversation is required to elicit a response, anyone in an emergency situation should try to describe the emergency to the dispatcher if possible. A [map of blue light phones](#) is published by the U-M Division of Public Safety & Security.

When reporting an emergency, it is important to try to remain calm and to give the following information:

- the precise nature of the emergency
- the type of aid required
- the location of the emergency
- the caller's name
- the caller's location

If a student is in serious psychological difficulty, call Counseling and Psychological Services (CAPS) for a confidential consultation. Faculty who are in a crisis or wish to seek help for any personal problem may receive evaluation and referral from the Faculty and Staff Assistance Program. Call CAPS at 734-764-8312. See [Faculty and Staff Counseling and Consultation Office \(FASCCO\)](#), or [Michigan Medicine Office of Counseling and Workplace Resilience](#).

See the DPSS [Emergency Preparedness Resources for U-M Faculty and Staff](#) for a discussion of how to handle alcohol emergencies, emergency evacuation procedures for classroom buildings, handling hazardous materials emergencies, and mental health emergency procedures. See also section [8.D.5 "Authorized and Unauthorized Persons in the Classroom."](#)

18.D Police/Fire/Ambulance/University Committees

18.D.1 University Division of Public Safety & Security (DPSS) & The University of Michigan Police Department (UMPD)

The [University of Michigan Police Department](#) (UMPD), a unit in the Division of Public Safety & Security (DPSS), has full law enforcement power. It was established to contribute to a safe and secure environment for the University community and to protect personal and University property. ([SPG 510.01](#)) As a general rule, UMPD has primary jurisdiction over incidents that occur on University property, and the Ann Arbor Police Department has jurisdiction over incidents that occur on city property. However, UMPD and the Ann Arbor Police Department cooperate extensively and work together to assure the safety of the University community. UMPD employs both police officers and public safety officers. Police officers have the power to investigate, search, and arrest as prescribed by law and to use reasonable/necessary force to enforce law and to protect persons and property. Public safety officers investigate every type of crime or incident that is reported to have occurred on University property, but do not have the power to arrest as prescribed by law.

The UMPD Communication Center monitors intrusion, robbery, fire, elevator, temperature, and

maintenance alarms for University buildings. All 911 calls made from campus phones are routed to the Communication Center for appropriate response. The Communication Center is operated 24 hours a day, 7 days a week. The U-M Flint and U-M Dearborn campuses have their own departments of public safety. For information see websites for the [U-M Flint Department of Public Safety](#); and the [U-M Dearborn Department of Public Safety](#). By providing a number of services related to campus health and safety, DPSS contributes significantly to a safe campus environment. Community policing, including bike patrols, satellite offices, and officers working collaboratively with University constituents, are important ways members of the University community work together to improve campus safety. DPSS serves an educational role by offering presentations on a variety of topics pertaining to campus safety and crime prevention. Other services include S.A.F.E.WALK (see section [21.V "Transportation"](#)). DPSS has three security bureaus: Campus, Hospital, and Housing Security. Officers from these bureaus patrol all campus buildings and grounds 24 hours a day, 7 days a week on foot, in motor vehicles and on bicycles.

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DPSS has three security bureaus: Campus, Hospital, and Housing Security. Officers from these bureaus patrol all campus buildings and grounds 24 hours a day, 7 days a week on foot, in motor vehicles and on bicycles.

18.D.2 Police Oversight Committee

The Department of Public Safety Oversight Committee is an independent committee made up of elected faculty, staff and student representatives. This committee, as provided by Public Act 120 of 1990, receives and addresses grievances by persons against the police officers or the public safety department of the institution. The committee may make recommendations concerning such grievances to the executive vice president and chief financial officer, including recommendations for disciplinary

action.

18.D.3 Ann Arbor Police Department (AAPD)

Located at 100 North Fifth Avenue in downtown Ann Arbor, the Ann Arbor Police Department (AAPD) is a full-service law enforcement agency. It operates 24 hours a day, 7 days a week. The Ann Arbor Police Department will respond when someone dials 911 from a non-campus phone in Ann Arbor.

18.D.4 Ann Arbor Fire Department

The Ann Arbor Fire Department responds to fire and medical emergencies on campus. If the 911 call is made from a campus phone, the call is routed to the UMPD communication center where the nature of the emergency is determined and the call routed as required. 911 calls made from an off-campus phone go to the Ann Arbor Police Department for routing.

18.D.5 Huron Valley Ambulance

Dial 911 for emergency assistance. If a 911 call is made from a campus phone, the call is routed to the UMPD communication center where the nature of the emergency is determined and the call routed as required. 911 calls made from an off-campus phone go to the Ann Arbor Police Department for routing.

18.E Alcohol and Other Drugs

18.E.1 University Policies

The University recognizes that the abuse of alcohol and other drugs can significantly interfere with fulfilling the mission of the University and poses a serious threat to the health and well-being of the members of this community. It offers a number of resources to assist members of the community who suffer the ill-effects of the abuse of alcohol or other drugs and has policies in place that address community expectations, prevention strategies, and resources, as well as penalties for misuse.

The University Alcohol and Drugs Prevention Program and Policy, required by federal law, is distributed annually to all University faculty, staff, and students. Distribution to faculty is by DPSS' publication in the [*Annual Security Report & Annual Fire Safety Report*](#).

The University policy prohibits unlawful possession, use or distribution of alcohol or illicit drugs by faculty, staff, or students on University property or as part of any University activity. University, state and federal sanctions for the unlawful possession, use, manufacture or distribution of alcohol or illicit drugs, as well as counseling and treatment programs available to members of the University community, are detailed in the policy. Consistent with the federal requirement, this policy is reviewed biennially to determine its effectiveness and to implement any changes needed to ensure that the University's sanctions are consistently enforced.

The University policy also sets forth the Employee Reporting Requirement. This federally-mandated

policy requires a faculty or staff member who works in any capacity under a federal grant or contract to notify his or her department head or University supervisor in writing of the employee's own conviction for a violation of any criminal drug statute occurring in the workplace. This notice must be given no later than five days after a current conviction or within five days of beginning work on the grant or contract for past convictions. The department head or supervisor must report the violation promptly to the vice president and general counsel's office.

In addition to the University policy, each unit of the University is asked to formulate its own alcohol and drug policy, based on and consistent with University policy. Typically, the policies of the schools and colleges are published in their faculty handbooks; other unit policies are available from the office of the director.

The legal use or serving of alcoholic beverages at social events is determined by departmental policy in accordance with University principles and guidelines on responsible hosting. The legal drinking age in Michigan is 21.

The University of Michigan Student Policy on Alcohol and Other Drugs can be found on the Office of Student Conflict Resolution's website on [Alcohol and Other Drugs Resolution](#). Misuse of alcohol or other drugs is a violation of the Statement of Student Rights and Responsibilities and may be subject to action under the Statement (see section [8.D.6 "Dispute Resolution/Statement of Student Rights and Responsibilities"](#)).

[University Housing](#), individual academic units, and facilities may have internal procedures and impose sanctions against individuals and groups that violate their policies. Actions under one policy do not preclude actions under others.

18.E.2 Counseling and Treatment Programs

Faculty with alcohol or other drug-related problems, or who are affected by the substance abuse problems of someone else, are urged to seek assistance. The primary resources for faculty with drug-related issues are the [Faculty and Staff Counseling and Consultation Office \(FASCCO\)](#) or the [Michigan Medicine Office of Counseling and Workplace Resilience](#). See section [15.F "Faculty and Staff Assistance Program \(FASAP\) and UMHS Employee Assistance Program \(UMHS EAP\)"](#). Confidential services are also available 24 hours a day at UMH Psychiatric Emergency Services. Additional resources are listed in the [Annual Security Report & Annual Fire Safety Report](#).

Confidential assessment for students is available through Counseling and Psychological Service (CAPS), 3100 Michigan Union, 734-764-8312, email: caps-uofm@umich.edu.

18.F Smoking

In recognition of the environmental health risks posed by tobacco smoke, the University is a smoke-free campus. The right of a non-smoker to protect his or her health and comfort takes precedence over another's desire to smoke. Smoking is prohibited in all University facilities, including offices, classrooms, elevators, restrooms, stairways, and University vehicles. See [SPG 601.04](#). State law prohibits smoking in public buildings and elevators.

18.G Threats to Personal Safety

18.G.1 Domestic Violence

Domestic violence is a pattern of coercive control that one person exercises over another, using physical and sexual violence, threats, emotional and psychological abuse, and economic deprivation. Domestic assault refers to types of abuse against a partner that are crimes, for example, hitting, choking, shoving, slapping, biting, burning, kicking, or forced sex. As with any emergency that poses a threat to safety, call 911. The following resources are available to members of the University community who need assistance in dealing with a domestic violence situation:

- SafeHouse Center (a community resource), which has a 24 hour SafeHouse Center Helpline; 734-995-5444, info@safehousecenter.org
- Faculty and Staff Assistance Program, see [Faculty and Staff Counseling and Consultation Office \(FASCCO\)](#)
- Sexual Assault Prevention and Awareness Center (SAPAC) 936-3333 or 764-7771, sapac@umich.edu
- SOS Community Services 734-484-9945, info@soscs.org

18.G.2 Safety After Dark

In the past several years, the University has undertaken a major effort to upgrade lighting on campus. However, as is true in most environments, threats to personal safety increase after dark on and around campus. Consistent with the goal of contributing to a safe campus for all members of the community at all times, the University offers several alternatives to walking alone at night. See section [21.V.5 "Transportation at Night"](#).

18.G.3 Sexual Assault/Acquaintance Rape

Consistent with state and federal laws, sexual assault—including acquaintance rape, domestic violence, and stalking—is not tolerated at the University of Michigan. The official University Sexual Assault Policy is a federally-mandated student policy. However, the provisions of this policy apply to all members of the University community, and all members of the community are expected to share responsibility for upholding the policy. The University Sexual Assault Policy is published in the [Annual Security Report & Annual Fire Safety Report](#), and in the brochure entitled University Policies Affecting Students, available from the Office of Student Conflict Resolution.

Incidents of sexual assault should be reported. Reports can be made to the Department of Public Safety (911 from campus phones or use the "blue light" emergency phones, described in section [18.C "Emergencies"](#)), to the Ann Arbor Police (911 from off-campus phones), to the Sexual Assault Prevention and Awareness Center (SAPAC), or to any University official. University personnel who are contacted about an incident of sexual assault should refer sexual assault survivors to SAPAC or to one of the resources listed in section [18.G.1 "Domestic Violence"](#). Faculty should be aware that students may report sexual assaults to the Office of Student Conflict Resolution. Reports about sexual assaults are confidential to the extent permitted by law.

18.G.4 Stalking

Stalking is a misdemeanor in Michigan; aggravated stalking is a felony. Stalking is also a violation of the *Statement of Student Rights and Responsibilities* (see section [8.D.6 "Dispute Resolution/Statement of Student Rights and Responsibilities"](#)). All incidences of stalking should be reported to UMPD promptly for appropriate action. For more information, see the [Annual Security Report & Annual Fire Safety Report](#).

18.G.5 Violence and Threats in the Workplace

All University community members share the responsibility for encouraging and maintaining a climate of behavior that does not foster acts of violence and aggression, including verbal assaults or physical actions that are intended to create fear or apprehension of bodily harm or that threaten the safety of others on campus.

- Psychiatric Emergency Services: 734-936-6900

Faculty members who observe an act of violence at the University or receive a report about a violent act from a student, faculty colleague, or staff member should promptly report this to the appropriate department head or supervisor, Staff Human Resources, Academic Human Resources, the [Faculty and Staff Counseling and Consultation Office \(FASCCO\)](#), or [Michigan Medicine Office of Counseling and Workplace Resilience](#). In the case of an emergency, contact the Department of Public Safety at 911. Acts of violence in the workplace are considered to be serious misconduct and may lead to disciplinary action, including termination, and prosecution if federal, state, or local laws are violated. (SPG [201.12](#))

The University offers many resources to assist faculty and others to prevent problems, conduct investigations, manage the workplace if a situation occurs, and cope with the stress resulting from an incident or situation. In addition to the resources listed above, faculty can call Psychiatric Emergency Services. See the [Annual Security Report & Annual Fire Safety Report](#).

18.G.6 Injuries in the Workplace

All injuries incurred in the workplace should be reported to the injured individual's supervisor as soon as possible. The injured individual's supervisor is required to submit an accident report within 24 hours of receiving the report.

18.G.7 Weapons

In the interest of fostering a safe campus environment, the use and possession of firearms and other weapons on any property owned, leased, or otherwise controlled by the University, including the Ann Arbor, UM-Dearborn, and UM-Flint campuses, and other facilities such as medical clinics, is prohibited, with only limited exceptions. This prohibition applies regardless of whether an individual has a concealed weapon permit or is otherwise authorized by law to possess or use a firearm or other weapon (as defined by University policy). The limited exceptions include University employees who are authorized to carry a gun in connection with their work and individuals who wear a weapon as part of a military uniform in connection with a public ceremony, parade, or theatrical performance. See SPG [201.94](#), which applies to all University of Michigan faculty and staff, including full-time, part-time,

and temporary employees, and is available online; and [Regents' Ordinance, Article X](#) (as amended in April 2001), which applies to all individuals on any University property, including visitors. In addition, it is a violation of the Statement of Student Rights and Responsibilities to possess, use, or store firearms, explosives, or weapons on University-controlled property or at University events or programs. See section [8.D.6 "Dispute Resolution/Statement of Student Rights and Responsibilities."](#)

18.G.8 Classroom Safety for Instructors

All instructors at the University have an obligation to prepare for possible emergencies—for their own safety and for the safety of their students. To assist faculty in carrying out these responsibilities, the provost's office has developed an [emergency preparedness website](#), which requires a U-M username and Level-1 password for access. This site includes procedures for a range of emergencies, a class suspension plan for infectious hazards, and a set of resources for faculty and others.

18.H Campus Health and Safety

18.H.1 Creating a Safety Culture

The University of Michigan is committed to providing safe working and learning conditions for all employees, students, and campus visitors. A campus-wide understanding of the need for safety is a critical foundation for this culture. The University has a multi-pronged approach for supporting and enhancing this culture. It includes faculty-led oversight of laboratory safety, education and training for all laboratory personnel, and campus-wide registry of laboratories, chemicals, and equipment.

18.H.2 Safety Oversight

Safety, in all academic and research endeavors throughout campus, is a core institutional value at the University of Michigan. Exceptional research means safe research and all campus community members working to ensure that safety is prioritized in U-M research environments every day. The dedication of U-M's research community is essential to keeping research safe and for elevating the university's reputation as a global leader in research and scholarship. Thanks to the efforts of researchers and administrators, the university has made tremendous strides toward improving research safety since the launch of the safety initiative.

- The [Research and Academic Safety Committee](#) (RASC), provides oversight on laboratories, shops and studios across the Ann Arbor campus. It is a faculty-led committee that includes representatives from the schools, colleges, research centers, and institutes as well as representatives from the University of Michigan [Office of Research](#) (OVPR) and the [Department of Environment, Health & Safety](#) (EHS). The RASC reviews policies and procedures for laboratory safety and makes regular reports, including recommendations for improvements, to the executive officers. In addition, the RASC works with EHS to implement enforceable corrective actions for laboratories with serious or chronic safety issues.
- The [Research Safety First Initiative](#) launched in 2022 as a new phase in the partnership between the University of Michigan, Environment, Health and Safety and the U-M Research and Academic

Safety Committee. The initiative is designed to support U-M researchers by reducing burden while also increasing adherence to research safety requirements, based on feedback from laboratory directors, unit safety committees and others.

18.H.3 Education and Training

The University requires safety training for faculty, students, staff, and visitors who use campus laboratories. Information about required training is available on the ESH website: ehs.umich.edu

18.H.4 Campus Registry of Laboratories, Chemicals, and Equipment

The University maintains a campus-wide inventory of laboratories, chemicals, and select equipment that contributes to effective oversight of lab safety through [Michigan Research Cores](#).

18.H.5 Safety Compliance

Urgent concerns about laboratory safety should be reported to [EHS](#), 734-647-1143 . Office hours are 7:00am – 4:00pm.

After hours emergency contact is through the Department of Public Safety at 734-763-1131 or from a campus phone 911.

The U-M Compliance Hotline may also be used to report concerns: compliance.umich.edu/report-a-concern/

Concerns can also be reported to safety coordinators, unit safety committees, or the [Research and Academic Safety Committee](#) (RASC).

18.I. Michigan Medicine

18.I.1 Michigan Medicine

Faculty at the University of Michigan have easy access to some of the best medical care in the world. [Michigan Medicine](#), whose resources are available to members of the University community, is consistently ranked among the best health care institutions in the nation and proudly maintains a long tradition of excellence in patient care, teaching, and research.

Michigan Medicine comprises the top-ranked UM Medical School with [locations](#) in more than 40 health centers and outpatient clinics, and three hospitals in the Ann Arbor main medical center:

- C.S. Mott Children's Hospital
- University Hospital
- Von Voigtlander Women's Hospital

Additionally, there are five main care centers in/around the Michigan Medicine main medical campus:

- Frankel Cardiovascular Center
- Kellogg Eye Center
- Med Inn Building
- Roger Cancer Center
- Taubman Health Care Center

18.I.2 University Health Service

The University Health Service (UHS) is a health care facility located on the Ann Arbor campus that offers many outpatient services in one building for U-M students, faculty, and staff. Outpatient services do not include emergencies or procedures that require hospitalization. Many of the services provided to currently enrolled students by UHS are covered by the Health Service fee. University faculty, including faculty on the U-M Flint and U-M Dearborn campuses, are eligible to use the Health Service on an M-Care (University health insurance) or fee-for-service basis. Spouses, significant others, and dependents 10 years of age and older may also use the Health Service on an M-Care or fee-for-service basis. For more information, consult the [UHS website](#).

Faculty on the U-M Flint campus may contact the Student Development Center for a local referral. Faculty on the U-M Dearborn campus may contact Health Referral Services through the office of Counseling and Support Services for a local referral.

18.I.3 Mental Health Resources

There are a number of resources on the Ann Arbor campus for faculty with mental health concerns. The [Faculty and Staff Counseling and Consultation Office \(FASCCO\)](#) and the [Michigan Medicine Office of Counseling and Workplace Resilience](#) provide free assessments and referrals for faculty members.

Emergency assistance is available through Psychiatric Emergency Services at the University hospital. Additional resources are listed in the [Annual Security Report & Annual Fire Safety Report](#).

Faculty on the UM-Flint campus may contact the Student Development Center for a local referral. Faculty on the UM-Dearborn campus may contact Health Referral Services through the office of [Counseling and Support Services](#) for a local referral.

Retirement, Emeritus/Emerita Status

19.A Retirement, Emeritus/Emerita Status

Retired faculty members are encouraged to continue to be involved with the University's intellectual and cultural life, and the Regents have instituted policies that give faculty a wide range of retirement benefits and options that make a continuing relationship possible. U-M retiree ID cards enable retired faculty and staff to take advantage of many of the privileges available as active employees.

Opportunities available to retired faculty may include:

- Assistance through the [Faculty and Staff Counseling and Consultation Office \(FASCCO\)](#)
- Temporary employment
- Purchase athletic tickets
- Access to recreation sports facilities
- Library privileges
- Computing services
- Some parking privileges
- Ability to join U-M retiree organizations

Additional opportunities may be available to retired faculty to whom the Regents award emeritus/emera status. See [SPG 201.80](#) about "Emeritus/Emerita Status."

See the benefits website for more [retirement information](#).

Updated 2024

Technology and Communications

20.A Technology and Communications

The [Office of the Chief Information Officer](#) provides the leadership for the development and delivery of [information and technology services](#).

Updated 2022

Additional Resources

21.A General Principles

The University of Michigan consistently ranks as one of the top universities in the country. One reason for its reputation is its broad array of resources. From its libraries and museums to its musical and theatrical productions and athletic events, the University offers a vibrant cultural and social life for those who live, study, and work here and for the thousands of visitors who come to Ann Arbor every year.

This section of the Faculty Handbook provides a small sample of the University's remarkable wealth of resources.

21.B Alumni/Alumnae

21.B.1 Alumni Association

The [University of Michigan Alumni Association](#) is an independent membership organization which conducts a variety of programs for alumni; operates year-round programming activities at camp Michiganiana (see below); provides educational opportunities; publishes the *Michigan Alumnus* magazine; and offers resources such as the Alumni Career Center, reunion information, an on-line alumni directory,

alumni locator service, and more. The Association has more than 100,000 members.

Some of the schools and colleges also have alumni organizations for their graduates. For information, contact the appropriate dean's office.

21.B.2 Alumni/ae Records Office

This office maintains records on [University alumni/ae](#), making records available to units within the University in connection with University programs. Alumni/ae can update their records online. Requests for address lists or labels or for biographical data require advance arrangements.

21.B.3 Camp Michigania

Owned and operated by the Alumni Association since 1962, Camp Michigania is a conference and retreat facility comprised of 375 acres of woods and fields and 1.5 miles of shoreline on Walloon Lake, Michigan. Michigania is a peaceful setting for group retreats, conferences, and summer week-long camp sessions offered to Alumni Association members and their families. Spacious rooms in the Education Center offer an ideal setting for retreats for faculty and staff, and afford a non-distracting setting for conferences or retreats of up to 100 people.

21.C Ann Arbor

Ann Arbor is home to over 123,000 people who enjoy its many offerings in the areas of education, business, emerging technology, culture, sports, festivals, parks, recreation, restaurants, shopping, and community neighborhoods. The following websites give a small taste of the attractions of this vibrant city.

- [Ann Arbor Area Convention and Visitors Bureau](#)
[Ann Arbor District Library](#)
[Ann Arbor News Edition of MLive](#)
[Ann Arbor Observer's ArborWeb](#)
[Ann Arbor Transit Authority \(AATA\)](#)
[City of Ann Arbor](#)
[University of Michigan](#) – Ann Arbor Campus
[Washtenaw County](#) (includes all the townships and villages within the county)

21.D Bookstores

For course books, the University uses [Canvas](#).

- *Canvas @ Michigan* is a site for anyone who would like to learn how to create or improve a Canvas Course. There are resources for the basics, teaching remotely, making course sites accessible for everyone, and much more. For general information see:
<https://umich.instructure.com/courses/200>

Ann Arbor is home to a number of general content bookstores as well as stores that specialize in particular genres. In addition, the city regularly hosts the [A2 Community Bookfest](#), the [Ann Arbor Antiquarian Book Fair](#), and the [Kerrytown BookFest](#).

21.E Buildings

[The Campus Information Centers \(CIC\)](#) provide an online building search searchable by building name, department name, item, address, or campus zip code. For each building, the website provides directions and also departments, vendors, rooms, and other items located there.

There are four main facilities on the Ann Arbor campus that offer services to the entire University community: the Michigan League, the Michigan Union, Palmer Commons, and Pierpont Commons.

- [Michigan League](#) Originally built in 1929 as a union for female students, today the Michigan League comprises a hotel facility, conference area, food service areas, the Lydia Mendelssohn Theatre, a gift shop, and study areas. Michigan League's goal is to provide a gracious and welcoming setting for all members of the University community. It is located at 911 North University, phone: 764-0446.
- [Michigan Union](#) When the Michigan Union was established in 1904, its founders sought to provide "a place for meals and snacks, for reading and talking, for organization and committee meetings, for billiards and games, for dancing and assemblies." Today, the union is a resource for the entire U-M community, with a broad array of facilities, programs, and services. Located at 530 South State Street, the building includes a food court, bookstore, meeting rooms, billiards and games room, Campus Information Center, student organization offices, meeting space, and the University Club. See also section [21.H.3 "Michigan Union Offices"](#).
- [Palmer Commons](#) Completed in 2004, Palmer Commons is a 100,000-square foot multifunctional facility located in the Life Sciences Complex. Positioned at the pedestrian bridge connecting medical and central campuses, Palmer Commons provides a location for all members of the University to make connections for meals, meetings, and events. This conference center includes meeting rooms, an auditorium, restaurants, and catering services. Palmer Commons is located at 100 Washtenaw Avenue.
- [Pierpont Commons](#) The Pierpont Commons provides cultural, social, and intellectual programming; educational opportunities; food services; leisure time and recreational opportunities; services and agencies responsive to campus needs; student development programs; student leadership development and programs and opportunities; and student employment. Resources include a Campus Information Center, food court and dining room, conference and meeting rooms, bookstore, ATM machines, and a café. It is located at 2101 Bonisteel Boulevard on north campus.

21.F Banks and Credit Unions

[Bank of Ann Arbor](#) (BOAA) was founded in in 1995, and hosts Sonic Lunch, a weekly outdoor summer concert series performed in Ann Arbor's Liberty Plaza. Sonic Lunch's family friendly entertainment still continues to be part of summer tradition for the Ann Arbor community. BOAA also sponsors the U-M Retirees Association, and is a member of the [U-M environmental, social and governance \(ESG\)](#) practice partnership.

[The University of Michigan Credit Union \(UMCU\)](#) and [DFCU Financial](#) are non-profit cooperatives serving

only their memberships.

- Membership in the UMCU is open to active and retired employees, students, and alumni of the University and their immediate families.
- Although according to DFCU Financial's community charter, it's open to people who reside, work, worship, or are enrolled in post high school educational facilities in the 68 counties of the lower peninsula of Michigan, membership is open to everyone. Those who don't qualify for membership under the aforementioned criteria can contact DFCU Financial.

21.G Cultural Collections Council

The Cultural Collections Council (CCC) of the University of Michigan includes units dedicated to the advancement of scholarship and culture that are not credit granting. The purpose of this unique group is to utilize more effectively the extensive resources, collections, programs, and leadership qualities of the Cultural Collections Council and to promote collaboration among CCC members and other University entities in ways that enrich the educational and cultural experience on campus and in the community.

[Cultural Collections Council](#) member organizations include:

- Bentley Historical Library
- Gerald R. Ford Presidential Library and Museum (observer status)
- Kelsey Museum of Archaeology
- Matthaei Botanical Gardens and Nichols Arboretum
- Museum of Anthropology
- Museum of Art
- Museum of Natural History
- University Library
- William L. Clements Library

For more information about the Cultural Collections Council, contact the Office of the Provost at 734-764-9290.

21.H Cultural Events and Programming

21.H.1 Introduction/Ann Arbor Campus Venues

The University of Michigan offers myriad music, theater, drama, dance, and cinema programs and events at a number of campus venues. Major theatres and performance halls on campus are:

- Hill Auditorium
- Lydia Mendelssohn Theatre
- Power Center for the Performing Arts
- Rackham Auditorium
- Arthur Miller Theatre

Because the performance halls and theatres are used by a wide variety of groups, they may not be selling their tickets at the performance hall until the day of their event.

Tickets for many events are sold at the following off-site ticket offices:

- Michigan Union Ticket Office <https://muto.umich.edu/>
- University Musical Society <https://ums.org/season/buy-tickets/>
- University Productions <https://smt.d.umich.edu/departments/university-productions>
- For walk-up sales go to the Michigan League Ticket Office.
<https://uunions.umich.edu/shop/university-musical-society-ticket-office/>

Interested faculty should consult individual listings circulated throughout campus for information about performances and events.

- The Michigan Daily <https://www.michigandaily.com/>
- The University Record <https://record.umich.edu/>
- The Ann Arbor Observer <https://annarborobserver.com/>

21.H.2 Academic Unit Programs

College of Literature, Science & The Arts

- **Film, Television, and Media** The Department of Film, Television, and Media sponsors and co-sponsors numerous film-related events every semester, including the appearance of visiting screenwriters and filmmakers, as well as symposia and special screenings on campus and at the restored 1920s movie palace, the Michigan Theater. Also, several independent and University student film groups offer frequent showings of classic American, foreign, experimental, and current films, all at reduced prices in University buildings. Check The Michigan Daily and The University Record for schedules.

Penny W. Stamps School of Art & Design

Contemporary art and design exhibitions are presented without charge each academic year in the Jean Paul Slusser Gallery and the Warren Robbins Gallery in the Art and Architecture Building, and the Gallery in the Duderstadt Center on north campus. A weekly lecture series is presented during the fall and winter semesters and is open to the public. Information regarding exhibitions, openings, lectures, and other events at the School can be found on the School's website or in *The Michigan Daily* and *The Ann Arbor News*.

School of Music, Theatre & Dance

The School of Music, Theatre & Dance offers fully staged productions of opera, drama, musical theater, and dance each fall and winter term. In addition, many free concerts by orchestras, choirs, bands, and faculty and student chamber ensembles and soloists are offered throughout the year. The school's [calendar of events](#) is available online or from the School of Music, Theatre & Dance.

- **Dance** The Department of Dance offers several dance events every year; programs include students, visiting artists, and dance companies.
- **Theatre & Drama** Under the direction of faculty and visiting artists, the Theatre & Drama Department offers productions in the Lydia Mendelssohn Theatre and the Power Center for the Performing Arts. Student-directed productions are presented in the Walgreen Drama Center.
- **University Productions** University Productions is part of the School of Music, Theatre & Dance. It creates stage presentations for the University Dance Company, Musical Theater Program, School

of Music Opera Theater, and University Players and sells tickets for these student productions at the UMS/U Productions ticket office, located in the Michigan League. Season schedules for Department of Theatre & Drama, School of Music Opera Theater, Musical Theater, and University Dance Company performances are also available at the Michigan League Ticket Office. University Productions manages and rents the major performing venues on campus (Hill Auditorium, Lydia Mendelssohn Theatre, Power Center and Rackham Auditorium).

21.H.3 Michigan Union Offices

The following offices are located in the Michigan Union and offer a variety of programming opportunities and/or sell tickets for events:

- [Center for Campus Involvement](#) The Center for Campus Involvement is a student-run center organizing concerts, workshops, lectures, and arts activities.
- [Michigan Union Ticket Office \(MUTO\)](#) In addition to handling ticketing for a variety of on-campus programs at venues such as the Ark, Hill Auditorium, and the Power Center, MUTO offers Ticketmaster service for the entire Midwest and Toronto. Other services include ticketing for Cedar Point and Ann Arbor Transit Authority (AATA).
- [University Activities Center \(UAC\)](#) The largest student-run organization on campus sponsors several student theater and production groups such as MUSKET, the Comedy Company, and the Amazon' Blue. UAC's Eclipse Jazz brings to Ann Arbor great names in jazz such as George Winston and Bobby McFerrin. It also offers workshops, lecture series, and other musical activities.

21.H.4 University Musical Society (UMS)

Considered one of the leading performing arts presenters in the country, the University Musical Society, founded in 1879, presents about 90 performances and 175 educational programs from September to May. UMS programming covers a wide variety of artistic expressions including orchestras, chamber and jazz ensembles, song recitals, world music troupes, dance and theater companies, sacred and early music groups, and multi-media performance art. The extensive UMS education and audience development program creates residencies in partnership with a diverse array of individual artists and scholars as well as departments, schools, and centers. Serving as a resource to the University and the community, UMS is committed to working with the faculty to enhance curricular offerings and to support student learning. Discounted student tickets are available. UMS performances and education events are listed in their brochures, which can be obtained at the box office located in the Michigan League, and performances are listed in local newspapers. For additional information, visit the website at <www.ums.org> or call 764-2538 (box office), 647-1174 (administrative).

21.I Information

A wealth of information is available through the [Campus Information Center \(CIC\)](#), located on the 1st floor of the Michigan Union and the north campus Information Center (NCIC), located in the Pierpont Commons Lobby. These centers have a multitude of publications, event information, and campus maps. The CIC website contains maps and information about transportation, U-M events, and includes directions to popular visitor locations in Ann Arbor Southeast Michigan from Central and North Campus. While some information is more germane to students, much of it is applicable to any new Ann Arborite.

To get information about buildings, see the [Campus Information Centers' building search](#), which provides detailed information including directions, accessibility, and departments/offices.

An [events calendar](#) maintained by the CIC lists exhibitions, performances, workshops, and other events.

21.J International Center

The [University of Michigan International Center \(IC\)](#) is the main interface unit for international students and scholars, American students, foreign faculty and staff, and international visitors. The Center helps international students and scholars to become accustomed to life in this country in order to make their stay an enjoyable one. The office assists American students who would like to travel abroad, whether by finding a job or scholarship, finding a place to stay, or suggesting travel spots.

IC staff provide a number of services to international faculty, scholars, students, and staff during their time at U-M, such as assisting with complex federal and state regulations concerning immigration, travel, employment, and taxes. The IC also acts as a liaison with various agencies, foundations, and sponsors; and assists University departments in complying with immigration regulations concerning the hiring of international faculty and staff. See also section [5.G.6 "International Faculty"](#).

21.K Libraries

21.K.1 The University of Michigan Library

The [University of Michigan Library](#), comprised of many libraries and collections across the Ann Arbor campus, is ranked among the top ten academic library in North America. For information on the administrative structure of the U-M libraries, see section [3.K.1 "Libraries"](#).

The collections that comprise the U-M library system, as well as the catalogs of some of the independent campus libraries and the UM-Flint library, can be accessed via the catalogue, Mirlyn. For more information, e-mail ask-us@umich.edu.

In addition, the University library is engaged in numerous digital library initiatives, some of which are described below:

- [Deep Blue](#) is the U-M's permanent and accessible home for U-M-authored work and for representing our rich intellectual environment online.
- [Digital Library Production Service \(DLPS\)](#) provides infrastructure for campus digital library collections, including both access systems and digitization services.
- [HathiTrust](#) Digital Library is a digital preservation repository which preserves and provides discovery and access to digitized content from a variety of sources, including Google, the Internet Archive, Microsoft, and in-house partner institution initiatives.
- [U-M Digital Library Collections and Publications](#) is an alphabetical listing of all Production Service resources.
- [U-M Image Source](#) creates and delivers both licensed and freely available collections of digital images to the U-M and Internet communities.
- [UMDL Finding Aids](#) is the central access point for electronic finding aids for archival collections provided by UM DLPS.

- [UMDL Texts](#) is the central access point for electronic books and journals created by UM DLPS.
- [OAister](#) is a global collection of over 9.5 million previously difficult-to-access, academically-oriented digital materials.
- [Michigan Publishing](#) is the university's library based publishing enterprise, and publishes scholarly, educational, and regional works in print and electronic formats.
- [Text Creation Partnership \(TCP\)](#) promotes scholarship and digital library development by creating high quality, cost-effective electronic text editions of historically significant works.

21.K.2 Additional University Libraries

- [Bentley Historical Library](#) Established in 1935 by the Board of Regents, the Bentley documents the history of the state of Michigan and the activities of its people and organizations, and serves as U-M's official archive. Located at 1150 Beal Avenue on North Campus, this library holds more than 8,000 historical collections and archival record groups donated by citizens from across the state. Included in the holdings, which date from the era of exploration to the present day, are more than 40,000 linear feet of manuscripts; 58,000 printed volumes and newspapers; 1.5 million visual images (e.g., photographs, films, tapes); and 10,000 maps of Michigan and the Great Lakes region. The University community and visitors from around the world visit the library to conduct research in such subject areas as politics and public policy, education, migration and ethnicity, natural resources and the environment, culture and the arts, military affairs, religion, business, and industry.
- [Gerald R. Ford Presidential Library and Museum](#) This archive contains the congressional, vice presidential, and presidential papers of former U.S. President Gerald R. Ford plus selected staff members; includes an audio visual collection covering the same time period. The library is part of the National Archives and Records Administration. It is located at 1100 Beal Avenue on North Campus.
- [Kresge Library Services](#) The Kresge Library provides access to a wide array of databases, books, journals, and specialized resources in the areas of accounting; business economics and public policy; computer and information systems; corporate strategy; finance and real estate; international business; law, history, and communication; marketing; operations management; organizational behavior and human resource management; and statistics and management science.
- [Law Library](#) The Law Library has one of the world's outstanding collections, with more than 875,000 volumes. The collection includes reports of the American federal and state courts as well as the court reports of Great Britain and the Commonwealth and of most European and South American countries. The constitutions, codes, and statutes of most foreign countries, as well as of the American states, are kept retrospectively and up-to-date. Legal documents for the United Nations, the European community, and other supranational authorities represent a particular strength of the collection; the library is a depository for European Economic Community documents and selected U.S. government documents. There are extensive special collections in the fields of Roman law, international law, comparative law, trials, biography, and legal bibliography. It is located in the Legal Research Building, 801 Monroe Street.
- [William L. Clements Library](#) The Clements library, located at 909 S. University (between the president's house and Shapiro Undergraduate Library), is a non-circulating library focusing on America from the age of exploration to the beginning of this century. This collection includes manuscripts, books, photographs, sheet music, and maps.

21.K.3 Other Services

- [Ask a Librarian](#)
- [Interlibrary Loan](#)
- [University Reserves](#)
 - E-mail: university.reserves@umich.edu
- [Visual Resources Collections](#)
 - Open to all U-M faculty and graduate students who may borrow slides and photographs for classroom use.
E-mail: vrum@umich.edu
- [Document Delivery](#)
 - Faculty can have books and articles (PDFs) delivered for free to a campus address, or request pickup at a convenient library location.

21.L Lost and Found

Many buildings keep lost and found items for a brief period. Valuable items such as wallets, keys, and checkbooks not claimed within a short time are forwarded to the University Department of Public Safety on Kipke Drive. A listing of lost and found locations on campus is available at the Campus Information Center.

21.M Mail Service

The [University of Michigan Mail Service](#) provides daily collection and delivery of official University mail on the Ann Arbor campus to all buildings that house University offices. Connecting service to U-M Dearborn and U-M Flint campuses is also provided. To help insure prompt campus service, mail should be addressed by name, department, room, building name, street address, and four-digit campus zip. Courier service is provided by U-M Flint three days a week between the U-M Flint and Ann Arbor campuses. Large and repetitive mailings can be addressed and inserted by University Mail Service as a fee-based auxiliary. Use of this service can greatly reduce postage and labor costs at the unit level.

The U.S. Postal Service delivers incoming U.S. letter mail and Express Mail letter mail directly to campus units once each workday. Parcels are delivered to the University Mail Service, which then delivers them daily to the campus buildings. Outgoing mail (U.S. and Express Mail) is picked up and processed by the University Mail Service daily per predetermined building schedules.

21.N Maintenance

[Facilities and Operations](#) has primary responsibility for the stewardship of the university's physical properties, including 37 million square feet of building space. We are responsible for sophisticated and complex academic, research and clinical facilities, as well as associated environmental stewardship and regulatory compliance. F&O is a positive organization dedicated to the principles of being respectful, collaborative, solutions-based, and proactive.

The need for repair work should be reported using the [Online Service Request](#) form.

If this is an **EMERGENCY or URGENT REQUEST** (floods, elevator problems, broken windows, alarms, power losses and water leaks), call the Facilities Service Center at 734-647-2059.

21.0 Museums and Galleries

The University's resources are vast and include both research and exhibit museums as well as galleries. Many of the facilities located on the Ann Arbor campus are listed below. For information about the administrative structure of the museums, see section [3.K "University of Michigan Libraries and Museums \(Ann Arbor Campus\)"](#).

- [Museum of Natural History](#) This museum, located at 1105 Geddes Road, is home to a vast array of specimens and artifacts related to paleontology, anthropology, zoology, geology, and botany. The museum includes a Hall of Evolution, Hall of Natural Sciences, Hall of Anthropology, and a planetarium (with weekend shows). The museum is especially popular with children.
- [The Center for the History of Medicine](#) Located in the Simpson Memorial Institute (102 Observatory), this program focuses on the history of the health sciences of the state of Michigan and is dedicated to historical research projects and archival and preservation work. Its objective is to foster broader understanding and deeper appreciation of the pioneering role taken by the University and state of Michigan to advance knowledge of disease and promote human health.
- [Kelsey Museum of Archaeology](#) Home of the Interdepartmental Program in Classical Art and Archaeology, the Kelsey Museum houses two exhibit galleries, one for Greek and Roman material, another for Near Eastern. It is located in Newberry Hall, 434 South State Street.
- [Schembechler Hall](#) (Margaret Dow Towsley Sports Museum) This museum deals exclusively with Michigan athletics, including all 25 varsity sports; touch TV screens, mini videos, display cases. It is located in Schembechler Hall, 1200 South State Street.
- [Museum of Art \(UMMA\)](#) With the opening of the Maxine and Stuart Frankel and the Frankel Family Wing and the restoration of historic Alumni Memorial Hall, the University of Michigan Museum of Art ushered in a new era, a reimagining of the University art museum as a new "town square" for the 21st century.

The UMMA seeks to transform individual and civic life by promoting the discovery, contemplation, and enjoyment of the art of our world. One of the finest university art museums in the country, UMMA holds collections representing 150 years of art collecting. A schedule of special exhibitions and interpretative programs connects visitors with the rich artistic legacy of the past and today's avant-garde.

- One of the Museum's roles is its contribution to the academic mission of the University of Michigan. From the research and study uses of the works of art in the Museum's collections, to the teaching implications of all of our temporary exhibitions, the Museum plays a central role in the academic life of the University, even as it connects to broad regional and national community audiences.
 - The UMMA features galleries highlighting works drawn from the Museum's collections of more than 18,000 artworks, special exhibition spaces, "open storage" galleries, and a range of educational and event spaces.
- **Research Museums** Four research museums on the Ann Arbor campus which are administratively part of LSA.
 - [Museum of Anthropology](#)

- [Museum of Paleontology](#)
- [Museum of Zoology](#)
- [Sindecuse Museum of Dentistry](#) Located in the School of Dentistry, The Gordon H. Sindecuse Museum of Dentistry collects, preserves, and exhibits dental artifacts representing stages in the development of dental technology, beginning with the pre-electric period. Research interests are served by the collections and their historic documentation.
- [Penny W. Stamps School of Art & Design](#) Contemporary art and design exhibitions are presented without charge each academic year in the Jean Paul Slusser Gallery and the Warren Robbins Gallery in the Art and Architecture Building, and the Media Union Gallery in the Media Union on North Campus and the Work Gallery on State Street. A weekly lecture series is presented during the fall and winter semesters and is open to the public. Information regarding exhibitions, openings, lectures, and other events at the School can be found on the School's website, or in *The Michigan Daily* and *The Ann Arbor News*.
- [Stearns Collection](#) (Musical Instruments) The Stearns Collection is a vast collection of musical instruments from around the world. The University owns more than 3,000 instruments; about 200 are on display at any time. The collection is located in the Moore Music Building on North Campus.

21.P Natural Areas

21.P.1 Matthaei Botanical Gardens and Nichols Arboretum (MBGNA)

The University of Michigan's [Matthaei Botanical Gardens and Nichols Arboretum](#) provide a unique combination of public and University-related conservation, education, and research programs at the Matthaei Botanical Gardens property at 1800 N. Dixboro Road as well as at the Nichols Arboretum site at 1610 Washington Heights. Additional research preserves include Horner's Woods and Mud Lake Bog.

Matthaei offers more than 350 acres of gardens and natural terrain, includes an extensive multi-climate conservatory containing plants of botanical interest from all parts of the world, and provides a wide variety of special events, lectures, workshops, classes and volunteer opportunities.

- [W.E. Upjohn Peony Garden in Nichols Arboretum](#) The "Arb" is a 123-acre living collection that includes wetland, prairie, and woodland ecosystems and many special collections including peony, lilac, and Appalachian plants. Special events and programs that include poetry walks, outdoor theatre performances, tours, classes, and volunteer opportunities are offered.

For information on the James D. Reader, Jr. Urban Environmental Education Center and various programs, visit the [MBGNA website](#).

21.P.2 Forests/Reserves

The University of Michigan owns several natural forestry research properties that are operated under the direction of the School of Environment and Sustainability (SEAS) and are open to the public:

[Edwin S. George Reserve](#)

5650 Doyle Road, Pinckney

Newcomb Tract (shared by LSA and SEAS)

8420 Strawberry Lake Road, Dexter

Saginaw Forest
3900 W. Liberty

Stinchfield Woods
9401 Stinchfield Woods Road, Pinckney

21.Q Observatories and Planetariums

- [Astronomy Department](#) The Astronomy Department is home to the U-M Lowbrow Astronomers, a group of amateur astronomers that run public open houses with a 24-inch optical telescope at Peach Mountain Observatory located in Dexter, Michigan. The Department is also part of the Magellan project to build the largest private ground-based optical telescope facility in the Southern Hemisphere, and has maintained large research projects around the world. The Angell Hall Observatory (on the roof of Angell Hall) was established in 1926-27 and, with the addition of new telescopes, still operates as student observatory for hands-on instruction.
 - Also see [Astronomy Department facilities](#).
- [The Judy and Stanley Frankel Detroit Observatory](#) The historic University of Michigan Detroit Observatory (circa 1854), located on the Ann Arbor campus, is open at various times as a museum, hosts a monthly lecture series, and also serves as a scholarly center for the study of 19th century science, technology, and culture. This structure, located at 1398 E. Ann Street, is listed in the National Register of Historic Places. A historic restoration was completed in 1999.
- [Planetarium](#) The Museum of Natural History, located in the Biological Sciences Building at 1105 North University Avenue, has a planetarium that offers weekend shows.

21.R Printing, Graphic Design, and Photography

21.S.1 Michigan Creative

[Michigan Creative](#) is a team of designers, communicators, and web professionals who work for units across the University campus and Health System. They offer marketing consulting such as marketing strategy, website design, brand design, editorial services, and mailing.

21.S.2 Printing Services

[Michigan Print-Copy-Mail](#) is the University's full-service printing resource, supplying full-color printing projects, as well as copies and document reproduction. It also provides client education, hands-on advice for software application and disk preparation, assistance with planning, and project management.

21.S.3 Michigan Photography

[Michigan Photography](#) offers a comprehensive central photography service and archive in its facility in the basement of the LSA Building. Of special interest to faculty on a fee-for-service basis: quality black and white and color portraiture available to meet all needs (book jackets, publicity photos, media

requests, etc.); slides and prints (or scans) from books, periodicals, or 3-D objects for teaching and research needs; plus a full range of digital services, including scanning, e-mail transmittal of images, photo-manipulation, retouching, and restoration.

21.S.4 Michigan Media

[Michigan Media](#) is the official video production unit of U-M. It is composed of talented staff with the expertise to handle any project of any size, produces original videos, instructional videos, training videos, and livecasts, and covers events. Michigan Media is also available to work with principal investigators and researchers to document the impact of research grants.

21.S Publications

[The University Record](#) is published on Mondays for faculty and staff of the University of Michigan by News Service. The current issue and links to archival issues are available on-line. *The University Record* seeks to increase understanding within the University, to recognize accomplishments, to report on progress and issues, and to inform faculty and staff about changes in state and federal policies that could affect the University. Copies are available at distribution boxes at more than 80 campus locations and by subscription.

[Michigan Today](#), a publication for Michigan alumni and friends, is published three times a year by News Service. *Michigan Today* is designed to entertain and educate, to keep readers in touch with the intellectual life of the University, and to reinforce identity with and support for the institution. Issues are distributed at more than 80 campus locations and mailed to approximately 350,000 alumni and friends. The current issue and links to archival issues are available on-line at the *Michigan Today* website..

[The Michigan Daily](#) is published weekdays during the academic year and weekly during the spring and summer terms by University of Michigan students. *The Michigan Daily* is a member of the Associated Press and the Associated Collegiate Press. Distributed at many campus locations, *The Michigan Daily* also is available by subscription, by contacting *The Michigan Daily* news desk.

Many of the University's schools, colleges, and departments also have their own publications that address issues of interest to their constituencies. The partner campuses at U-M Dearborn and U-M Flint also have their own publications:

- At [U-M Dearborn](#), *The Reporter*, for faculty and staff, is published every two weeks during the academic year, and *The Legacy*, for alumni, is published twice a year. The U-M Dearborn student newspaper is [The Michigan Journal](#).
- At [U-M Flint](#), *Currents* is published monthly for faculty and staff. The UM-Flint alumni publication, *Bridges*, is published three times a year. The student newspaper at the UM-Flint is *The Michigan Times*.

See also section [21.B.1 "Alumni Association"](#).

21.T Religious and Spiritual Resources

A comprehensive guide to area churches, synagogues, and religious fellowships is available online from ArborWeb's [City Guide](#).

21.U Sports and Recreational Resources

21.U.1 Athletic Tickets

U-M's athletic events, particularly home football games, are enormously popular. Faculty may purchase season tickets to football, basketball, and hockey games. See mgoblue.com.

21.U.2 Facilities and Resources

[Athletic Department Facilities](#)

- Two facilities of the Athletic Department, the Varsity Tennis Center and the Indoor Track Building, are open to faculty under certain terms and conditions.
- The Varsity Tennis Center has eight indoor courts and 12 outdoor courts. Current faculty with a minimum 50% appointment and retired faculty are eligible for membership and can sponsor members of their household.

Cross Country Skiing

- Cross country skiing is available at Stinchfield Woods (see section [21.Q.2 "Forests/Reserves"](#)) and [rental equipment](#) is available at North Campus Recreation Building (NCRB) Rental Center.

[Golf](#)

- The University has two golf courses. The U-M Golf Course, located at the corner of W. Stadium and Main Street, is open to faculty and staff of all University of Michigan campuses on a daily green-fees basis. Faculty and staff members must present their U-M ID when registering.
- Radrick Farms Golf Course is a membership-only golf course, with membership open to faculty, staff, and alumni. It is located at 4875 Geddes Road. There are also a number of other golf courses in the area, both public and private.

[Recreational Sports Department](#)

- Faculty and staff in their immediate families are eligible to purchase an annual or term Facilities User Pass for membership to the Department of Recreational Sports facilities and programs. Programs include: 31 sport leagues and events in intramurals; 40 club sports from Aikido to wrestling; an outdoor adventure trip program and rental center; an experiential learning challenge program; a summer children's camp; and a personal services program of clinics, personal trainers, and prescription exercise. Facilities include Central Campus Recreational Building (CCRB), Intramural Sports Building (IMSB), and North Campus Recreational Building (NCRB), described below. Members have access to all recreational sports buildings and equipment rooms and can rent lockers and towels. Daily guest passes are also available.

[Hadley Family Recreation & Well-Being Center \(under construction\)](#)

- The proposed new facility will contain 200,000 gross square feet and will include modern gymnasiums, a track for jogging and walking, spaces for weight and cardiovascular training, group exercise rooms, aquatics, climbing areas, courts for squash, and racquetball, locker rooms, support, and administration spaces. The project will allow greater access and opportunity for students, faculty, and staff to improve their health and well-being.
- [Central Campus Recreation Building \(CCRB\)](#) – Demolished in 2022, temporary site during construction.

[Intramural Sports Building \(IMSB\)](#)

- Offers basketball, volleyball, personal exercise, weight conditioning, handball/paddleball/racquetball courts, squash courts, swimming, saunas, and martial arts. There is an intramural sports program including a Graduate/Faculty/Staff Division of competition.
- **North Campus Recreation Building (NCRB)**
Offers badminton, basketball, volleyball, tennis, handball/paddleball/racquetball courts, a squash court, swimming, personal exercise, weight conditioning, 1/10-mile jogging track, and saunas. It is located at 2375 Hubbard.

Skating

- [Yost Ice Arena](#), located at 1000 South State Street, offers academic year public skating, both skating and hockey classes, and programs for youth and adults.

[School of Kinesiology Community Programs](#)

- For more than three decades, the U-M School of Kinesiology has offered community programs for Southeastern Michiganders at all stages of life, serving our neighbors through educational and motivational programs that inspire healthy and active lifestyles.

21.V Transportation

21.V.1 Airport Transportation

A variety of shuttle, taxi, and car services provide transportation to Detroit Metro Airport. Online searches will yield current information.

21.V.2 Bicycles

Bicycles are a popular means of transportation around campus and there are many bike stands to accommodate parking.

To comply with city and University ordinances, bicycles must be registered with the City of Ann Arbor through the city clerk's office, which can be accomplished in the ways described below . Registering your bike is important – if your bike is stolen and then recovered, the city will have the necessary information.

To assist U-M students, faculty and staff with the registration process, officers from the [University Police](#)

[Department](#) (UMPD) register bicycles at no charge (UMPD pays the fee) at a few campus events at the beginning of each fall term .

For more information, including bike maps and renting bike lockers, which are available at the medical campus and Wolverine Tower, see [U-M's Department of Parking and Transportation Services](#).

21.V.3 Buses

[University of Michigan Transit Services](#)

- University of Michigan buses are free to all faculty, staff and students on campus. Bus routes include Commuter, Northwood (Weekly and Weekend), the U-M Medical Campus intercampus, and other routes. No identification is needed to ride on the buses. An interactive planning tool and tracking map is available from [MBus](#).

[Ann Arbor Area Transportation Authority \(AAATA\) Bus Service](#)

- All active University of Michigan-Ann Arbor faculty, staff, temporaries and students can ride any Ann Arbor Area Transportation Authority (AAATA) fixed-route bus service at any time of day, any day of the week without paying a fare by presenting their valid MCard Id (white or yellow) to the bus driver. This benefit is a result of an agreement between the U-M and AAATA.
- For current route maps and schedules, including service to Wolverine Tower, Chelsea MI, and Dexter MI, visit the [AAATA website](#).

21.V.4 Parking & Transportation Services

[Parking & Transportation Services](#)

- As in most university communities, parking on campus is at a premium. A color-coded parking system is used in all University lots and structures. [Four tiers of parking permits](#) are available at a progressively lower cost, reflecting the proximity of the parking locations to core campus areas.
- To purchase a parking permit, newly hired faculty or those returning from a leave of absence must verify their eligibility by presenting a completed Parking Request Form that the appropriate administrator has signed. University retirees may purchase a special parking permit that authorizes parking in certain lots and structures. Proof of retirement status must be presented.

[AATA Park 'N' Ride Program](#)

- This program allows people to park for free all day (Monday through Friday) at one of the Park & Ride lots and ride the Ride downtown from five parking locations. Park 'N Ride lots are the State Street Commuter Lot/U-M Tennis Center Lot, Pioneer High School Lot, Miller Road Lot, Maple Village Shopping Center Lot, and Green Road Lot. Bus schedules are available from the AATA website and from the U-M Parking & Transportation Services office.

21.V.5 Transportation at Night and Other Special Transit Services

Both the University of Michigan and the City of Ann Arbor offer evening transportation services and other

special transit services to assist faculty, students, and staff in remaining safe and secure. Some of the transit services described below are provided to meet special needs or to fill in the gaps between regular service hours.

Night Ride Options

SafeRide

- A campus accompaniment service that functions as an alternative to walking alone on campus at night. Coordinated by staff at the Division of Public Safety & Security (DPSS), Night Ride is free of charge and available to all members of the University community.
- Free shared-ride taxi service for students, faculty, and staff to their residence halls, parked vehicles, or local residences. This service is available from 2:00 a.m. until 7:00 a.m., seven days a week. You are required to show the driver a valid U-M ID.
- For more information, click [here!](#)
- Note: Ride Home, SAFE Walk, and Night Ride are all services of SafeRide.

Night Ride

- Night Ride is a \$5 shared-ride taxi service within the city of Ann Arbor. This program runs from 11:00 p.m. to 6:00 a.m. Monday through Friday and from 7:00 p.m. to 7:30 a.m. Saturday and Sunday.
- To request a ride, call the SafeRide number (734) 647-8000 and select menu option 3.

State Street Ride

- Service from any U-M building to the South State Street Commuter (Park and Ride) lot after buses have concluded daily service. To request a ride, phone Yellow Cab directly. The service is available Monday through Friday from 10:00 p.m. to 6:00 a.m.

Night Ride/Holiday Ride (AAATA)

- Night Ride is a late-night, shared-ride taxi service that provides round-the-clock, public transportation within Ann Arbor. Also available on all major Holidays. All Night Ride trips must be scheduled by phone reservation.

Ride Home

- Free shared-ride taxi service for students, faculty and staff to their residence hall, parked vehicle or local residence. Available after University transit buses and shuttles have concluded daily service.

Paratransit

- Scheduled door-to-door service for disabled students, faculty and staff. To register for the rides, all applicants must contact Services for Students with Disabilities.

Emergency Ride Home

- Provides free cab rides in emergency situations for faculty, staff, students and temporaries who use alternative parking (van poolers, bus commuters, bicyclists, walkers, etc.) or off-site parking locations. **Use of the program is limited to six times per permit year.** To request a ride, call the Department of Public Safety's non-emergency number. (Underwritten by Parking & Transportation

Services.)

21.V.6 Other Transportation Options

The U-M Parking & Transportation Services website provides information about the options noted below:

Car Pools

- Faculty and staff are strongly encouraged to car pool with others. While Parking and Transportation Services does not require car pools to identify themselves, the office asks that faculty and staff register their car pools to allow the Parking Services office to communicate with pool members.
To form a carpool through AAATA you'll need to find 1-7 people that live and work near you and have a similar daily commute. Fortunately, there are tools and resources to make this process easier.
- AAATA suggests creating an account online or with the app at [CommuterConnectMI.org](https://commuterconnectmi.org).

VanPool Program

- The University supports ridesharing through this employer sponsored vanpooling program by paying the monthly fee for participating faculty and staff and providing each vanpool with a designated parking space on campus. The vanpool rider's only expense is sharing the fuel costs associated with running the van.
- Through the VanPool program, TheRide will provide your group with a new or near-new vehicle. VanPool is available to anyone traveling to a work site located in Washtenaw County, including those who live outside of county lines.

Daily Parking

'Daily' Blue parking is available for faculty and staff who do not possess an annual parking option but occasionally need to bring their vehicles to campus.

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