

Faculty Handbook

University of Michigan

Office of the Provost

2018-2020



MISSION

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Faculty Handbook

Ann Arbor Campus

2018-2020

Abridged Print Version (also available online)

Unabridged Online Version

www.provost.umich.edu/faculty/handbook



Preface to the Abridged Print Version

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, both the unabridged and abridged versions, as a navigation aid. The reader is given brief descriptions of existing policies, procedures, and resources, and referred to primary resources for more information.

This abridged faculty handbook, which is produced for the convenience of those who prefer a summary document for reference, contains information about policies and procedures affecting faculty at the University of Michigan. The unabridged Faculty Handbook is available on-line at <http://www.provost.umich.edu/faculty/handbook/>.

The abridged version contains the complete table of contents for the unabridged handbook and several key chapters printed in full. It also includes a list of acronyms.

Since the unabridged handbook is updated on an as-needed basis to reflect changes in policy and to revise outdated information, it is the most up-to-date source of information. In addition, the online versions of the unabridged handbook 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, nor is it 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 (see, <http://spg.umich.edu/about/policy-hierarchy>). 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 is available online at <http://www.umd.umich.edu/117901/>. UM-Flint's *Faculty Code of the University of Michigan-Flint* is posted online at https://www.umflint.edu/sites/default/files/users/jillhubb/faculty_code_may_2018.pdf

Every effort was made to ensure that the information contained in this abridged version of the Faculty Handbook is accurate as of July 2018. 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.

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SECTION I – UNABRIDGED CHAPTERS

1 Fundamental Tenets of Membership in the University Community

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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 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 threat 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. The guidelines can be found here:

<http://www.spg.umich.edu/policy/601.01>

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.

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.

The statement on the faculty governance website also includes commentary.

<https://facultysenate.umich.edu/senate-assembly/>

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.

I. Policy

The University of Michigan strives to create and maintain a community that enables all of its members to reach their full potential. To do so requires an environment of trust, openness, civility and respect. The University is firmly committed to a policy of prohibiting behaviors that adversely impact a person's ability to participate in the scholarly, research, educational, patient care, and service missions of the University.

The University has a compelling interest in ensuring an environment in which productive work and learning may thrive. At the same time, the University has an interest in respecting freedom of speech and protecting academic freedom and in preserving the widest possible dialogue within its instructional and research settings. As such, the University recognizes and expects there to be open discourse and exchanges that may cause some of its members to feel uncomfortable. It is through such exchanges that the flow of ideas and countervailing thoughts and experiences are expressed which can facilitate deeper understanding and learning.

However, the University also expects its members to engage each other in a professional manner, with civility and respect. This is particularly true of its faculty, as the faculty has not only the obligations of all citizens in the community at large but also the obligations that derive from common membership in the community of scholars. The faculty has a particular responsibility in this regard, since one of its obligations is

to model informed, rational discourse not only to students, but also to the university community and the general public. The faculty operates under an ethical imperative not to bring the University into disrepute and to conduct themselves consistent with these obligations and responsibilities.

While this policy affirms the commitments set forth in SPG 601.01, "Freedom of Speech and Artistic Expression," the University will not tolerate conduct that hinders other members of the community in the exercise of their professional responsibilities and academic freedoms. The University is prepared to act to prevent or remedy behaviors that interfere with, or adversely affect, a community member's ability to learn or fulfill the individual's professional responsibilities. Efforts to ensure compliance with this and other University/unit policies are consistent with the SPG.

The schools and colleges may supplement this policy with unit-specific measures that enhance the policies expressed in this SPG. All such policies must be in accordance with all of the policies of the University and with all applicable federal and state laws and regulations.

II. Definitions

The following types of behaviors may be subject to professional sanction, including discipline up to and including dismissal in accordance with the appropriate procedures.

These behaviors include oral, written, visual, or physical actions by a member of the faculty that, according to a reasonable person standard:

- a) Have the purpose or effect of unreasonably interfering with an individual's employment or educational performance; and/or
- b) Have the purpose or effect of creating an intimidating, hostile, offensive or abusive climate for an individual's employment, academic

pursuits, living environment, or participation in a University activity.

Some examples of conduct that may violate this policy include, but are not limited to: threatening behavior, actions, or comments; bullying behavior (defined as a persistent pattern of negative behavior based upon a real or perceived power or status imbalance which belittles another member of a unit); undue interference with functions or activities sponsored or authorized by the University; forcible detention, threats of physical harm to, or harassment of another member of the University community; and behavior that results in a hostile working or learning environment. This list is not exhaustive, and faculty may be subject to sanction and disciplinary action for any type of conduct that, although not specifically enumerated, meets the standard for unacceptable faculty behavior set forth above under a) or b).

III. Alleged Violations of this Policy

Alleged violations of this policy should be reported on a timely basis to an administrator (e.g., dean, chair or director in an academic unit, Academic Human Resources, or the immediate supervisor of the person alleged to be in violation of the policy). This administrator must ensure that appropriate action is taken to address the situation. If warranted, a prompt inquiry shall be undertaken, and the faculty member shall be afforded an opportunity to respond to the allegations against him or her prior to a determination as to whether the policy has been violated. Such responsive information will be considered prior to this determination.

Prior to the imposition of any significant sanction or disciplinary action, to ensure that a level of peer review has occurred, the administrator shall consult with a relevant faculty executive or advisory committee. Each unit will determine the process by which peer review can be effectively and

efficiently achieved and the appropriate sanction or sanctions recommended. Concerns regarding alleged unprofessional conduct may arise from a pattern of behavior and interactions, or from a single significant event. The faculty who provide the peer review should look at the totality of the circumstances and not just the precipitating event.

The University will take appropriate steps to ensure that a person who, in good faith, reports or participates in a resolution of a concern brought forward under this policy is not subject to retaliation. In addition, subjecting such a person to retaliation is itself a violation of this policy. A person who knowingly and intentionally files a false complaint under this policy may be subject to University discipline.

Violation of this policy may result in appropriate sanction or disciplinary action. If dismissal of a faculty member is proposed, the matter will be addressed through the appropriate procedure (e.g. Regents' Bylaw 5.09, SPG 201.12). A faculty member who is sanctioned or disciplined under this policy has the right to appeal such action under the applicable procedure, typically the school/college faculty grievance procedure.

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Good learning is always catholic and generous. It welcomes the humblest votary of science and bids him kindle his lamp freely at the common shrine. It frowns on caste and bigotry. It spurns the artificial distinctions of conventional society. It greets all comers whose intellectual gifts entitle them to admission to the goodly fellowship of cultivated minds. It is essentially democratic in the best sense of that term.

“The Higher Education: A Plea for Making it Accessible to All” (Commencement Address of University of Michigan President James B. Angell, 1879).

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

The University has a number of policies that relate to promoting diversity and preventing discrimination. Through University policies, as well as applicable state and federal laws, the University provides a supportive and inclusive environment in which members of this community can pursue their educational and professional objectives.

2.B.1 Regental Statement of Nondiscrimination

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.

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.

Get the remainder of this statement from SACUA's website at:

<http://faculty senate.umich.edu/wp-content/uploads/sites/22/2015/03/sa04-15-13.pdf>

2.B.3 Discrimination and Harassment Policy

It is the policy of the University 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 mission.

Discrimination and harassment based on race, sex, color, religion, national origin, age, marital status, sexual orientation, gender identity, gender expression, disability, or veteran status will not be tolerated at the University of Michigan. See [SPG 201.89-1](#).

2.B.4 Discrimination Based on Sexual Orientation Policy

It is the policy of the University that educational and employment decisions should be based on an individual's abilities and qualifications and should not be based on irrelevant factors or personal characteristics that have no connection with academic abilities or job performance. An individual's sexual orientation is among the factors which should be irrelevant to educational and employment decisions. See [SPG 601.06](#).

2.B.5 Policy Regarding Individuals with Disabilities

The University is committed to the principle of equal employment opportunities for individuals with disabilities. Towards that goal, it has a policy that sets forth the action to

be taken by the University and its employees concerning employment opportunities for qualified individuals with disabilities and provides for implementation and self-policing. See [SPG 201.84](#).

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. The official University policy, which is available on the Office of the Provost website at <http://www.provost.umich.edu/calendar/>, 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 faculty ombudsperson. Final appeals will be resolved by the Provost.

2.B.7 Sexual Harassment Policy

It is the policy of the University to maintain an academic and work environment free of sexual harassment for students, faculty, and staff. Sexual harassment is contrary to the standards of the University community. It diminishes individual dignity and impedes equal employment and educational opportunities and equal access to freedom of academic inquiry. Sexual harassment is a barrier to fulfilling the University's scholarly, research, educational, patient care, and service missions. It will not be tolerated at the University of Michigan. See SPG 201.89-0 and Chapter 11 "Sexual Harassment."

2.B.8 Standards of Faculty Conduct

This item has been superseded by SPG 201.96 (Professional Standards for Faculty)

2.C Ann Arbor Campus Resources

"The University of Michigan recognizes that it cannot be excellent without being diverse in the broadest sense of that word. We also must ensure that our community allows all individuals an equal opportunity to thrive." With these words, President Mark Schlissel reaffirmed U-M's commitment to diversity, equity and inclusion, and launched a campus-wide diversity strategic planning process. The office of the Vice Provost for Equity and Inclusion 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: <https://diversity.umich.edu/>

The Office of Institutional Equity (OIE) within University Human Resources works to ensure all students, faculty, and staff have equal opportunities and receive the support they need to help them be effective and successful. OIE 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. OIE promotes a diverse, inclusive, supportive, and welcoming environment for faculty, students, staff, and other members of our community.

OIE 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 OIE <https://hr.umich.edu/working-u-m/workplace-improvement/office-institutional-equity>.

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.

Additional Ann Arbor Campus Resources

Academic Women's Caucus (AWC): Works to promote the status of academic women within the University.

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. For more information, visit the CEW website at <http://www.cew.umich.edu/>, e-mail CEW at contactcew@umich.edu

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 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. For more information, visit the Council's website at <http://ability.umich.edu/>

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. For more information, visit the Institute's website at <http://irwg.umich.edu/>, e-mail the Institute at irwg@umich.edu.

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. For

more information, see the Institute's website at <https://ii.umich.edu/ii>.

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. For more information and nomination forms, contact the Office of the Senior Vice Provost for Academic Affairs.

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, ncidinfo@umich.edu, or see the NCID website at <https://lsa.umich.edu/ncid>.

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. For more information, see the website at <http://oami.umich.edu/>.

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. For more information, visit the website at <https://igr.umich.edu/>.

Services for Students with Disabilities: 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. For more information, see the website at <https://ssd.umich.edu/>.

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. For more information, see the office website at <https://spectrumcenter.umich.edu/>

UM ADVANCE: The UM ADVANCE Program began as a grant-funded project promoting institutional transformation with respect to women faculty in science and engineering fields. Now supported by the university, 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.

For more information, see <http://advance.umich.edu/>.

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. For more information, see the UROP website at <https://lsa.umich.edu/urop/>.

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. For more information, see the WISE website at <http://lsa.umich.edu/wise/>.

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. For more information, visit the website at <http://www.cew.umich.edu/leadership/wocap>, or contact the Center for the Education of Women (CEW).

See also sections 5.G.2 "Dual Career Program"; 5.G.6 "International Faculty"; 13.B "University-wide Awards" - Harold R. Johnson Diversity Service Award; 21.K "International Center"; and Chapter 11 "Sexual Harassment" in the online version.

3 Administrative Structure

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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 Mission Statement and information about the University's vision and goals are available online at <https://president.umich.edu/about/mission/>.

The University of Michigan is a state-supported University that is

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. They are available in the Office of the Vice President and Secretary of the University and on the Regents' website at <http://www.regents.umich.edu/meetings/schedules.html> the Monday before the meeting. Meeting dates and schedules are available on the Regents' website.

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

at <http://www.regents.umich.edu/meetings/publform.html> or by e-mailing 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 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.

For more information about the Regents, including their names, terms of service, and biographical sketches, see the Regents' website home page at <http://www.regents.umich.edu/>.

3.C President and Executive Officers

As the University's chief executive officer, the president 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" (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. For more information, visit the president's website at <https://president.umich.edu/>.

Other executive officers are the chancellors of the UM-Dearborn <https://umdearborn.edu/about/leadership/office-chancellor> and UM-Flint <http://www.umflint.edu/chancellor> and the ten vice presidents.

- Provost and executive vice president for academic affairs <http://www.provost.umich.edu/> (see section 3.D "The Office of the Provost (Ann Arbor Campus)")
- Executive vice president and chief financial officer <http://www.bf.umich.edu/index.php>
- Executive vice president for medical affairs and dean of the medical school <http://www.med.umich.edu/evpma/>
- Vice president and general counsel <http://ogc.umich.edu/>
- Vice president and secretary of the University <http://www.regents.umich.edu/ovp.html> (see section 3.B "Regents")
- Vice president for vice president for communications <http://vpcomm.umich.edu/about/> (see section 9.C "President and Executive Officers" in the online version).
- Vice president for development <https://leadersandbest.umich.edu/careers/aboutdev/oud> (see section 9.H "Fundraising and Gifts to the University" in the online version).
- Vice president for information technology and chief information officer: <http://cio.umich.edu/>

- Vice president for government relations <http://www.govrel.umich.edu/> (see section 9.B "Government Relations" in the online version).
- Vice president for research <http://www.research.umich.edu/> (see section 7.B.5 "Office of the Vice President for Research (UMOR)" in the online version).
- Vice president for student affairs <https://studentlife.umich.edu/>

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 and executive vice president for academic affairs establishes overall academic priorities for the University and allocates funds to carry these priorities forward.

The following positions report to the provost and executive vice president for academic affairs:

- Vice provost for academic and budgetary affairs
- Vice provost for equity and inclusion
- Vice provost for academic and faculty affairs
- Vice provost for academic affairs - graduate studies and dean of the Horace H. Rackham School of Graduate Studies
- Vice provost for academic innovation ; university librarian and dean of libraries
- Vice provost for enrollment management
- Vice provost for global engagement and interdisciplinary academic affairs
- Director of the Life Sciences Institute
- Director of the Institute for Social Research

- Deans of the schools and colleges on the Ann Arbor campus

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 (bylaw 5.01). See 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 (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 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 (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.I Academic Units

The following lists of academic units on the Ann Arbor, UM-Dearborn,

and UM-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
<http://taubmancollege.umich.edu/>

Penny W. Stamps School of Art & Design
<http://stamps.umich.edu/>

Stephen M. Ross School of Business
<http://michiganross.umich.edu/>

School of Dentistry
<http://www.dent.umich.edu/>

School of Education
<http://www.soe.umich.edu/>

College of Engineering
<http://www.engin.umich.edu/>

School of Environment & Sustainability
<http://seas.umich.edu/> Horace H. Rackham School of Graduate Studies
<http://www.rackham.umich.edu/>

School of Information
<http://www.si.umich.edu/>

School of Kinesiology
<http://www.kines.umich.edu/>

Law School
<http://www.law.umich.edu/Pages/default.aspx>

College of Literature, Science, and the Arts (LSA)
<http://www.lsa.umich.edu/>

Medical School
<https://medicine.umich.edu/medschool/home>

School of Music, Theatre & Dance
<https://smt.d.umich.edu/>

School of Nursing
<https://nursing.umich.edu/>

College of Pharmacy
<https://pharmacy.umich.edu/>

School of Public Health
<http://www.sph.umich.edu/>

Gerald R. Ford School of Public Policy
<http://www.fordschool.umich.edu/>

School of Social Work
<http://www.ssw.umich.edu/>

University of Michigan-Dearborn Academic Units

College of Arts, Sciences, and Letters
<http://umdearborn.edu/casl/>

College of Business
<https://umdearborn.edu/cob>

School of Education
<https://umdearborn.edu/cehhs>

College of Engineering and Computer Science
<https://umdearborn.edu/cecs>

University of Michigan-UM-Flint Academic Units

College of Arts and Sciences
<http://www.umflint.edu/cas>

School of Education and Human Services
<http://www.umflint.edu/sehs>

School of Health Professions and Studies
<http://www.umflint.edu/shps>

School of Management
<https://www.umflint.edu/som/school-management>

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 Regents 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. More information about Rackham is available online at <http://www.rackham.umich.edu/>.

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

The University is privileged to house library, museum, and archival collections of enormous importance

and breadth. Libraries, museums, and collections serve the academic community as a bridge to ideas, past and present; research resources generated over centuries; information in a variety of formats and delivery systems; and innovative applications of new technologies.

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, also 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, also includes:
 - Area Programs
 - Asia Library
 - Clark Library
 - Faculty Exploratory
 - Knowledge Navigation Center
 - Papyrology Collection
 - Special Collections Library
- Shapiro Library, includes
 - Askwith Media Library
 - Science Library
 - Tech Deck
 - Undergraduate Library

The University Library, which has direct oversight over these libraries and collections <https://www.lib.umich.edu/libraries> 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

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 Library (Center for Afroamerican and African Studies)
- Center for the Education of Women Library
- Foster Library (LSA, Economics)
- University of Michigan Transportation Research Institute Library

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 located on the University's North Campus.

For more information on libraries, see section 21.L "Libraries" in the online version or <http://www.lib.umich.edu/libraries-and-departments>.

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 exhibit 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 section 21.P "Museums

and Galleries"; section 21.Q "Natural Areas"; section 21.Q.1 "Matthaei Botanical Gardens and Nichols Arboretum"; section 21.Q.2 "Forests/Reserves"; and section 21.R "Observatories and Planetariums" in the online version.

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. Most centers and institutes are established by the Regents on recommendation of the president (bylaw 6.03).

For more information, visit the provost office Best Practices for Centers and Institutes Task Force web page at: <http://provost.umich.edu/programs/bpci/bpci.html>.

4 Faculty Roles in Governance

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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. For further details on central faculty governance, which includes the University Senate, Senate Assembly, and the Senate Advisory Committee on University Affairs (SACUA), see the SACUA home page at www.umich.edu/~sacua.

4.B Principles for Faculty Participation in Institutional Governance

These principles were unanimously endorsed by the Senate Assembly on April 21, 1997, and were subsequently distributed to all members of the faculty by the provost and executive vice president for academic affairs and the chair of SACUA. These principles are based, in part, on Regents bylaws 5.02, 5.03, 5.04, and 5.06, and recommendations for the government of colleges and universities as set forth by the American Council on Education, the Association of Governing Boards of Universities and Colleges, and the American Association of University Professors. The faculty is encouraged to use these principles as a basis for the development of a means for participation in governance in all units. In accordance with the Regents' bylaws, any policies and procedures that are proposed pursuant to these principles must be consistent with the bylaws and are subject to the ultimate authority of the Board of Regents. See section 3.F "Faculty/Governing Faculty."

Principles of Faculty Involvement in Institutional and Academic Unit Governance at the University of Michigan

A. General Principles for Faculty Participation in Institutional Governance

1. *The faculty has primary responsibility for such fundamental areas as curriculum, subject matter and*

methods of instruction, research, faculty status, standards and procedures for admission of students, and those aspects of student life which relate to the educational process.

2. *The faculty sets the degree requirements, determines when the requirements have been met, and otherwise qualifies students and recommends them to the president and Board of Regents to grant the degrees thus achieved.*
3. *Considerations of faculty status and related matters are primarily a faculty responsibility; this area includes matters relating to academic titles, appointments, reappointments, decisions not to reappoint, promotions, the recommending of tenure and dismissal. Policies and procedures shall be developed for the implementation of these faculty responsibilities.*
4. *The faculty shall participate in the determination of policies and procedures governing compensation of faculty.*
5. *Agencies for faculty participation in the government of the college/school or university shall be established at each level where faculty responsibility is to be met. A faculty-elected campus-wide body shall exist for the presentation of the views of the whole faculty. The agencies may consist of meetings of all faculty members of a department, school, college, or university system, or they may take the form of faculty-elected executive committees in departments and colleges/schools, and a faculty-elected body for larger divisions or for the institution as a whole.*

6. *Budgetary policies and decisions directly affecting those areas for which the faculty has primary responsibility-such as, but not limited to, curriculum, subject matter and methods of instruction, research, faculty status, admission of students and those aspects of student life which relate to the educational process-shall be made in concert with the faculty.*
7. *The preceding faculty responsibilities remain in effect when there is a delegation of faculty governance to agencies or administrative officers. Faculty must exercise diligence and provide oversight to ensure that its agencies act in keeping with its policies and recommendations, and that they are implemented in an appropriate manner.*

B. Academic Unit Level Governance Principles

1. *Although the principles of governance apply to all academic units the forms of faculty governance may vary among units.*
2. *Every academic unit at the University of Michigan shall have a set of written rules and procedures for its governance, copies of which are to be available to each faculty member.*
3. *The governing faculty of each academic unit shall establish the responsibilities and authority of each academic unit governance entity and each administrative entity within that unit. This applies to the lines of decision-making authority of these entities in relation to: curriculum; admission requirements; graduation requirements; major operating procedures such as departmental organization, committee organization, committee appointments; budget; faculty appointments, reappointments, decisions*

not to reappoint; faculty promotion and tenure; and policies concerning reviews of faculty for merit salary increases.

4. *The governing faculty of each academic unit shall establish the operating procedures of its academic unit governance entities including, but not limited to: procedures for agenda setting, establishment of a quorum, determination of membership and voting rights, qualification of attendance by persons other than members, appointment of a faculty secretary, distribution of minutes, and the retention/filing of minutes.*
5. *For those academic units where the faculty delegates authority to an executive committee the following principles apply:*
 - a. *Procedures for nomination and election of executive committee members shall be determined by the governing faculty of the unit.*
 - b. *All recommendations to the Regents concerning a unit executive committee or other unit governance entity shall be based on a vote of the governing faculty of the unit.*
 - c. *The governing faculty shall establish the membership criteria for the executive committee with consideration for balance among various components of the unit, such as unit*

programs and departments, to make the executive committee representative of the governing faculty of the unit.

- d. *The governing faculty shall establish criteria for those eligible to serve on the executive committee, e.g., membership in the governing faculty or in the professional faculty, fraction of appointment, and holding of administrative positions.*
- e. *The governing faculty shall establish policies and procedures by which a vote by secret ballot among nominees for membership on the executive committee will be conducted, and for the transmission of the names of those elected to the Regents.*
- f. *The governing faculty shall establish policies and procedures to be used to fill a vacancy if a member of the executive committee must take a leave of absence or is otherwise unable to complete the original term of office.*
- g. *The governing faculty shall establish policies and procedures regarding the term of office of*

elected members and any other restrictions on terms of office.

Endorsed by the Senate Assembly April 21, 1997.

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 (bylaws 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)

There are many ways in which the faculty can exercise its responsibilities to the larger University community, both by serving as elected members of various bodies and by participating

in University-wide committees. Broad-based faculty participation in central faculty governance activities is essential to the health of the University and the protection of faculty prerogatives. Organizations at the core of central faculty governance at the University of Michigan are the University Senate, the Senate Assembly, and SACUA (Senate Assembly Committee on University Affairs).

4.D.1 University Senate

The University 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 (bylaw 4.01). The Senate may adopt rules concerning its own government and procedure and concerning its officers and committees (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 University 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 Senate members in each unit (bylaws 4.03 and 4.05).

The Senate Assembly serves as the legislative arm of the 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 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 (bylaw 4.04). The Assembly meets eight times a year on a monthly basis. Its meetings are open to all faculty members.

See

<https://faculty senate.umich.edu/senate-assembly/>

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

The Senate Advisory Committee on University Affairs (SACUA) is the executive arm of the Senate and of the 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 Senate and the Assembly (bylaws 4.06, 4.07 and 4.08).

The Chair of SACUA is also the Chair of the Assembly and the presiding officer of the 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 Assembly committees.

Under the provisions of bylaw 5.09, SACUA, together with the Tenure Committee, exercises certain designated responsibilities in cases of dismissal, demotion, or terminal appointment of tenured members of the faculty.

See

<https://faculty.senate.umich.edu/senate-assembly/>

for more information.

4.E Central Faculty Governance Committees

The Senate Assembly established several kinds of standing committees to carry out its responsibilities for oversight and advice on areas of University policies and operations. These committees report to the Senate Assembly on a regular basis and, as needed, propose actions to the Assembly. One kind of Senate Assembly committee advises and consults with the vice presidents, vice provosts, and executive officers of the Ann Arbor campus on matters within the areas of their respective responsibilities; these committees also advise SACUA and the Assembly in these areas. The other main kind of Senate Assembly committee advises other University officials and/or assists SACUA and the Assembly in carrying out their responsibilities. From time to time, special Senate Assembly committees are created to assist the Assembly with its work.

The members of all Senate Assembly committees are nominated by SACUA and approved by the Senate Assembly. Some of these committees also have student members, appointed by appropriate units of student governments. SACUA also appoints or nominates faculty members to a number of other University committees that are not committees of the Senate Assembly.

All members of the University Senate are solicited on an annual basis to nominate themselves or their colleagues for these various kinds of committees. All faculty are encouraged to participate in this

nomination procedure. For further information about these committees, check the central faculty governance website www.umich.edu/~sacua or e-mail the specific committee at the address listed in sections 4.E.1 Senate Assembly Committees Advising Executive Officers and Vice Presidents and 4.E.2 Other Senate Assembly Standing and Special Faculty 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): Identifies, advises, and consults with the provost and executive vice president for academic affairs on academic issues of importance to the entire University in conjunction with SACUA and Senate Assembly. For more information, e-mail the committee at aaac@umich.edu.

Communications and External Relations Advisory Committee:

- Advises and consults with the Vice President for Government Relations regarding state and community relations, state outreach activities, government relations at the local, state, & federal levels, and long-range planning.
- Advisory to the Vice President for Development. The committee identifies, advises, and consults on development issues of importance to the entire University in conjunction with SACUA and Senate Assembly.
- Advises and consults with the Vice President for Communications regarding public relations, internal and external communications, and long-range planning.

Financial Affairs Advisory Committee: Advises and consults with the executive vice president and chief financial officer on matters of finance. For more information, e-

mail the committee at finaff@umich.edu.

General Counsel's Advisory Committee: Advises and consults with the vice president and general counsel on legal issues confronting the University. For more information, e-mail the committee at gencoun@umich.edu.

Medical Affairs Advisory Committee: Advises and consults with the executive vice president for medical affairs on relevant issues and fosters better communication among the Medical School, the medical center, and the executive vice president. For more information, e-mail the committee at MAAC@umich.edu.

Research Policies Committee: Advises and consults with the vice president for research on matters of research and research personnel. For more information, e-mail the committee at respol@umich.edu.

Secretary of the University Advisory Committee: Advises and consults with the vice president and secretary of the university on matters involving the Board of Regents. For more information, e-mail the committee at: SA-Secretary@umich.edu.

Student Relations Advisory Committee: Advises and consults with the vice president for student affairs and serves as a medium of communication between the Assembly and the agencies of student government. For more information, e-mail the committee at sturel@umich.edu.

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

Administration Evaluation Committee: Advises and consults on policy and procedure issues related to the broad range of University activities. The committee's advice shall be sought and given in a timely manner so that the advice could affect the decision-making outcome.

Building, Facilities, and Infrastructure: Advises and consults with the University community

regarding policy, planning and procedure issues related to the broad range of university activities involving building, facilities, and infrastructure. For more information, e-mail the committee at BFI.senateassembly@umich.edu.

Committee for an Inclusive

University: Advises and consults with the University community regarding policy, planning and procedure issues related to the broad range of university activities involving multiculturalism and inclusivity. For more information, e-mail the committee at InclusiveU@umich.edu

Committee on the Economic Status of the Faculty (CESF): Advises and consults with the Regents and the University administration on budgetary matters as they pertain to the economic status of the faculty; formulates specific requests regarding salaries and fringe benefits for faculty members; presents detailed results of its findings and recommendations to Senate Assembly. For more information, e-mail the committee at cesf@umich.edu.

Information Technology Committee: The Information Technology Committee (ITC) advises and

consults with the University community regarding policy, planning and procedure issues related to the broad range of university activities involving information technology. For more information, e-mail the committee at ITC.senateassembly@umich.edu.

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, e-mail the committee at rules.committee@umich.edu.

Tenure, Promotions, and Professional Development

Committee: Serves as a review committee for cases arising under bylaw 5.09 (procedures in cases of dismissal or demotion) and fulfills responsibilities described by that bylaw; advises Senate Assembly on questions regarding tenure policy; initiates studies of tenure questions; reports findings and recommendations to SACUA and Senate Assembly. For more

information, e-mail the committee at tenure.committee@umich.edu.

University Undergraduate

Scholarship Committee: Manages the Faculty Undergraduate Scholarship (FUS) that provides need-based support to outstanding U-M applicants from all three campuses. For more information, see

<http://facultysenate.umich.edu/senate-assembly/committees/university-undergraduate-scholarship-committee/>

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 Degrees

For more information about faculty awards, see Chapter 13, “Faculty Awards.”

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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.

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 the website at <http://www.provost.umich.edu/programs/pfip.html>. 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, and
- 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 (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

The instructional faculty of the University are classified as tenure track faculty, clinical instructional faculty, lecturers, lecturers covered under a collective bargaining agreement, adjunct instructional faculty covered under a collective bargaining agreement, adjunct clinical instructional faculty, and visiting instructional faculty, as explained below (bylaw 5.01; bylaw 5.23; SPG 201.34-1). The bargained for instructional faculty are represented by the Lecturers' Employee Organization-American Federation of Teachers, Local 6244 (LEO). These instructional faculty are defined in the collective bargaining agreement between the University and LEO. The agreement can be found on Academic Human Resources' website at <https://hr.umich.edu/working-u-m/my-employment/faculty-human-resources-services/contracts>. Please contact Academic Human Resources at 763-8938, for questions regarding which instructional titles are covered by the Agreement.

With respect to the use of the terms "regular instructional faculty" and

"supplemental instructional faculty" in the University's Standard Practice Guide, the term "regular instructional faculty" includes tenure track faculty (5.C.1 "Tenure Track Faculty"), clinical instructional faculty (5.C.2 "Clinical Instructional Faculty"), lecturers (5.C.3 "Lecturers"), and lecturers covered under a collective bargaining agreement (5.C.4 "Lecturers Covered Under a Collective Bargaining Agreement"). In addition, the term "supplemental instructional faculty" includes adjunct instructional faculty covered under a collective bargaining agreement (5.C.5 "Adjunct Instructional Faculty Covered Under a Collective Bargaining Agreement"), adjunct clinical instructional faculty (5.C.6 "Adjunct Clinical Instructional Faculty"), and visiting instructional faculty (5.C.7 "Visiting Instructional Faculty").

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 section 6.C "Tenure Probationary Period" (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 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 (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, which can be found on the University Human Resources' website at <https://hr.umich.edu/>, 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").

Please refer to the Agreement between the University of Michigan and LEO, which can be found on the University Human Resources' website at <https://hr.umich.edu/>.

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, 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 promotions (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 jointly adopted a University-wide set of guidelines <http://research.umich.edu/appointments-promotions> 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 the Office of the Vice President for Research, 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, assistant research scientist, and research investigator. 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 (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 (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 in 5.D.1., the Office of the Provost and the Office of the Vice President for Research have jointly adopted a University-wide set of guidelines <http://research.umich.edu/appointments-promotions> for the appointment and promotion of research faculty. Contingent on approval from the Office of the Provost and the Office of the Vice President for Research, 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 201.03) 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.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 (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 section 3.K "University of Michigan Libraries and Museums (Ann Arbor Campus) for an overview of libraries and section 21.L "Libraries" in the online version.

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. 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 basic ranks is determined

in the University library and the Law Library through classification committees which make recommendations to their respective directors. In the Business Administration Library, 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 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 (bylaw 5.01). 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.

Archivists are classified as:

- archivist
- associate archivist
- assistant archivist

Classification of positions in the three 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 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 (bylaw 5.01). 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.

Curators are classified as:

- curator
- associate curator
- assistant curator

Classification of positions in the three 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 and report to the Office of the Provost.

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

Promotion may be obtained by transferring to a position classified at a higher level or after a period of years of meritorious service in the same position. 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

The terms of appointments can vary according to a number of factors, including duration and location. The most commonly used types of appointment are defined as follows.

5.F.1 Academic-year Appointments

These are commonly referred to as University-year appointments. See section 5.F.9 "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)

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

A faculty member may hold concurrent appointments in more than one academic unit, in both an

academic unit and a research unit, or in an academic unit and an administrative unit; this is known as a joint appointment. See section 6.H "Joint Appointments."

5.F.5 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 section 6.D "Extensions of the Probationary Period for Childbearing, Dependent Care, or Medical Leave."

5.F.6 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.7 Partial Appointments

A faculty member with less than 80% effort may wish to consider the impact of appointment level changes on benefits See <https://hr.umich.edu/benefits-wellness> and SPG 201.13 and section 6.I "Partial Appointments."

5.F.8 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.9 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 section 14.C "Salary Payments" in the online version.

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 website at www.provost.umich.edu/programs/dual_career.

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:
<http://adaa.engin.umich.edu/>

College of LSA:
<https://lsa.umich.edu/lsa/faculty-staff/academic-affairs/dual-career-program.html>

Medical School:
<http://faculty.medicine.umich.edu/work-life-benefits/dual-career-program>

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 201.03). 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 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 at <https://www.internationalcenter.umich.edu/>. 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 section 21.K "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 section 5.I "Resignations"; 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"; and 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

In the unlikely event of the discontinuance of an academic program, every effort will be made to assist in relocation and retraining of affected faculty. The recommended procedures are set forth below (bylaws [5.09](#) and [5.10](#); [SPG 201.88](#) and [601.02](#)).

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 termination. The procedures are the same as those followed in the case of non-reappointment for any other reason.
- 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, the procedures of bylaw 5.09 are available and severance pay will be provided if required under bylaw 5.10.

5.J.2 Other Faculty

Existing procedures for reduction in the work force 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 (defined in section 5.C.3 "Lecturers") 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 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. (SPG 201.72)

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 (bylaw 5.08).

5.M.2 Research Professors

Research professors are eligible to apply to their appointing unit or the Office of the Vice President for Research for bridging support should their sponsored funding lapse. The decision to provide bridging support is at the discretion of the appointing unit or the Office of the Vice President for Research. The provision of bridging support assumes the resumption of funding at the end of the bridging period. Other criteria for support include length of service at the University, importance of the research to the unit, endorsement of the dean or director, and availability of funds. See the website at <http://research.umich.edu/bridging-support-research-faculty> and section 7.F "Intellectual Property and Technology Transfer/Office of Technology Transfer" for additional information. In the case of a layoff, a minimum notice of 90 days must be given and the procedures detailed in SPG 201.72 must be followed.

5.M.3 Research Scientists

Research scientists may be eligible to apply to their appointing unit or the Office of the Vice President for Research for bridging support should their sponsored funding lapse. The decision to provide bridging support is at the discretion of the appointing unit or the Office of the Vice President for Research. The provision of bridging support assumes the resumption of funding at the end of the bridging period. Other criteria for support include length of service at the University, importance of the research to the unit, endorsement of the dean or director, and availability of funds. See the website at <http://research.umich.edu/bridging-support-research-faculty> and section 7.F "Intellectual Property and Technology Transfer/Office of Technology Transfer" for additional information. In the case of a layoff, a minimum notice of 90 days must be given and the procedures detailed in SPG 201.72 must be followed.

5.N Termination for Cause

5.N.1 Instructional Faculty

See section 6.L "Termination for Cause."

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

Research faculty (research professor and research scientist tracks), librarians, archivists, and curators 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.

6 Tenure

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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 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 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 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 section 16.C.4 "Family and Medical Leave Act" in the online version. 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 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)". See http://www.provost.umich.edu/faculty/tenure_review/policies.html.

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 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, Standard Practice Guide 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 (e.g., 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 also procedures <https://hr.umich.edu/working-u-m/my-employment/uhr-procedures/20193-modified-duties-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 birth mothers and other parents that supports 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 fathers, 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 mothers 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 Standard Practice Guide 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

In recognition of the effects that pregnancy, childbirth, and related medical conditions can have upon the time and energy a woman can devote to her professional responsibilities, and thus on 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 (in the case of the UM-Dearborn and UM-Flint campuses, the relevant provost) be granted an exclusion of one year for each event from the countable years of service that constitute the tenure probationary period to a maximum of two years. The exclusion for pregnancy, childbirth, and related medical conditions is automatic on request for dependent care leave, but requests must be made prior to the initiation of the tenure review. See SPG 201.92.

Similarly, the demands of caring for dependents (such as children,

including newly adopted children, ill or injured spouses or partners, or aging parents) may seriously affect the time and energy faculty can devote to their professional responsibilities during the tenure probationary period. In recognition of the difficulty of combining an academic career with significant dependent care demands, any faculty member (male or female) in these circumstances may, upon written request to the relevant dean (in the case of the UM-Dearborn and UM-Flint campuses, the provost), be granted an exclusion of two years from the countable years of service that constitute that individual's tenure probationary period. The two-year exclusion for dependent care responsibility is not automatic. Requests must be made prior to the initiation of the tenure review. Under these policies, only two years may be excluded from the countable years of service that constitute an individual's tenure probationary period at the University of Michigan, regardless of the combination of circumstances. See SPG 201.92.

With respect to caring for one or more newly born or adopted children under the dependent care section of this policy, during the year for which the exclusion is requested the faculty member must take significant and sustained care-giving responsibility for the child (or children) as a single parent or, where there are two parents, must take care-giving responsibility that is at least as time-consuming as the care-giving responsibility of the faculty member's spouse or partner.

A faculty member who benefits from this policy carries a usual range of responsibilities during the time the policy is in effect unless alternative arrangements have been made. Events that occur in the final year of a faculty member's tenure probationary period may not be the basis for a request under this policy, and all requests under the policy must be made before the date that has been communicated to the faculty member as the date on which the unit will initiate the tenure review. See SPG 201.92.

Specific schools or colleges may have their own policies and programs regarding stopping the tenure clock for childbearing or dependent care, and faculty members are encouraged to contact the dean's office for additional information on this topic.

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 Chapter 16 "Leaves, Absences, Holidays, Vacations, and University Closures" in the online version 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 section 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 http://www.provost.umich.edu/faculty/tenure_guidelines.pdf, based on recommendations from several

faculty committees. This document is available on the office's website.

6.H Joint Appointments

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) (bylaw 5.11).

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.

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. 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.

The Office of the Provost has developed a set of guidelines http://www.provost.umich.edu/faculty/joint_appointments/Joint_Appt_s.html for joint academic appointments, with considerable contributions from a group of associate deans and with input from the 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.

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 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 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 section 7.C “Norms, Policies, and Regulations Guiding Scholarship and Research” in the online version.

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” in the online version), use of animals and human subjects in research (see section 7.C.9 “Use of Human or Animal Subjects” in the online version), occupational safety (see section 18.H “Occupational Safety and Environmental Health” in the online version), discrimination (see Chapter 2 “Diversity and Nondiscrimination”), and sexual harassment (see Chapter 11 “Sexual Harassment” in the online version). See also Chapter 9 “Faculty as Representatives of the University/Service” in the online version.

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 and some non-tenured instructional faculty, and of any non-bargained for member of the instructional faculty during the term of the faculty member’s appointment. Instructional faculty

covered by the collective bargaining Agreement with 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. Failure to maintain these standards, or other causes accepted by University usage, including violations of University policies or criminal laws, may be grounds for dismissal, demotion, or terminal appointment, in accord with the appropriate procedures.

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 section 5.M “Cessation of Funding for Appointments Supported by Grants and Contracts.” After a two-year probationary review, University librarians enjoy some protection against job loss. Research professors, research scientists, librarians, curators, and archivists may also hold instructional appointments, and if so, the portion of the appointment held in the instructional units may be tenured.

SECTION II – ABRIDGED CHAPTERS

Find full chapters online at: <http://www.provost.umich.edu/faculty/handbook/>.

Chapter 7. Scholarship and Research

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 UM Office of Research website, referred to throughout this chapter. This website is located at

www.research.umich.edu. Questions about the website should be directed by e-mail to

UMresearch@umich.edu.

Chapter 8. Teaching and Faculty Interactions with Students

Teaching is at the core of the mission of the University, whether it be in the context of undergraduate education, mentoring graduate students, training students in the professional schools, or any of the other myriad ways faculty interact with students, inside and outside the classroom. Our students challenge us to create a rich and diverse learning environment, and they are the lifeblood of the institution. Recognizing that the exceptional students who come to the University of Michigan are one of our most valuable resources, the University places great emphasis on the teaching role of faculty and strives to provide resources to encourage and facilitate interactions between students and faculty members. See section 6.B “Criteria for Tenure” and section 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 section 8.D “University Policies and Procedures Affecting Students” in the online Faculty Handbook. 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 at

www.studentpolicies.dsa.umich.edu.

Chapter 9. Faculty as Representatives of the University/Service

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 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 section 9.C “Communications and Media Relations,” and section 9.D “Faculty Statements.”

Another important resource is the Michigan Outreach website, www.outreach.umich.edu, which features hundreds of UM-sponsored research projects and other initiatives throughout the state of Michigan.

Chapter 10. Resolution of Disputes

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 section 8.D.2 "Academic Integrity and Academic Misconduct," section 8.D.6 "Dispute Resolution/Statement of Student Rights and Responsibilities," section 8.D.12 "Personal Relationships Between Faculty and Students," and Chapter 11, "Sexual Harassment."

Chapter 11. Sexual Harassment

The University seeks to provide an academic and work environment in which all members of the University community are treated fairly and equitably and with the respect and dignity necessary to allow each member of this community to realize his or her full potential. Sexual harassment is contrary to this goal. Incidences of sexual harassment impede equal employment and educational opportunities, impede equal access to freedom of academic inquiry, diminish individual dignity, and present serious and unacceptable barriers to fulfilling the University's scholarly, research, educational, and service missions. Sexual harassment is a very serious matter with far-reaching effects on the lives and careers of individuals. It is therefore important that all faculty understand what is meant by sexual harassment, avoid engaging in conduct that constitutes sexual harassment, and be aware of University policies and resources for dealing with sexual harassment. (SPG 201.89-0)

Sexual harassment is unlawful under both federal and state law: it is prohibited by Title VII of the 1964 Civil Rights Act, by Title IX of the Educational Amendments of 1972, and by Michigan's Elliott-Larsen Civil Rights Act. In addition, it also constitutes impermissible conduct under the University's Sexual Harassment Policy, which is reproduced in its entirety in SPG 201.89-0 (available on-line at [spg.umich.edu](http://www.spg.umich.edu)), is included in a set of University policies for students available online at <http://www.studentpolicies.dsa.umich.edu/>, and is available in print and a variety of accessible formats from the Office of Institutional Equity (OIE) <https://hr.umich.edu/working-u-m/workplace-improvement/office-institutional-equity>. The brochure, "*Campus Commitment*" further describes sexual harassment and other forms of prohibited discrimination. OIE provides consultation about suspected incidents of discrimination or harassment, and customized educational programs on sexual

harassment as well as other prohibited forms of discrimination.

Sexual harassment of another person by a student is a violation of the *Statement of Student Rights and Responsibilities*. See section 8.D.6 "Dispute Resolution/Statement of Student Rights and Responsibilities."

Chapter 12. University Records, Privacy, and Access to Information

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 section 12.B "Freedom of Information Act (FOIA)" in the online version); the Michigan Bullard-Plawecki Employee Right to Know Act, which governs access by employees to their personnel records (see section 12.C Personnel Records in the online version); the federal Family Educational Rights and Privacy Act (FERPA), which governs access to student records (see section 12.D "Student Records/References" in the online version); and SPG 601.11, "Privacy and the Need to Monitor and Access Records."

Chapter 13. Faculty Awards

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 this *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 section 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 at <http://www.crlt.umich.edu/grants-awards/teachingawards>.

Chapter 14. Compensation and Budgetary Procedures

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 section 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.

Chapter 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 at: <https://hr.umich.edu/benefits-wellness>

Chapter 16. Leaves, Absences, Holidays, Vacations, and University Closures

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 section 8.D.1 "Academic

Calendar" in the online version). 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).

For more information, see [SPG 201.30-6](#).

Chapter 17. 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 site, where faculty can also complete the required registration for travel outside the United States <http://global.umich.edu/>. In addition, information about expenses and reimbursement can be found at: <http://procurement.umich.edu/travel-expense>.

Chapter 18. Campus Health and Safety

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/WEBSITE
<u>Ann Arbor Police</u>		
Crime and drug tip hotline	794-6939	
Crime prevention office	794-6900	
Non-emergency calls	994-2911	
<u>UM-Ann Arbor</u>		
Police Oversight Committee	647-7292	pdoversight@umich.edu
Ann Arbor Campus- Division of Public Safety & Security		Public.Safety@umich.edu
Non-emergency	763-1131	
Counseling and Psychological Services (CAPS)	(734) 764-8312	https://caps.umich.edu/
Faculty and Staff Counseling and Consultation Office (FASCCO)	936-8660	https://hr.umich.edu/benefits-wellness/health-well-being/mental-health-counseling-consultation-services/faculty-staff-counseling-consultation-office-fascco
Office of Student Conflict Resolution (OSCR)	936-6308	https://oscr.umich.edu/
Environment, Health, and Safety (EHS)	647-1143	https://ehs.umich.edu/
Psychiatric Emergency Service at U-M Hospitals	936-5900	https://medicine.umich.edu/dept/psychiatry/patient-care/psychiatric-emergency-service
SafeHouse Center 24/7 Helpline (Ann Arbor)	995-5444	https://www.safehousecenter.org/
SafeHouse Center – Resources for Male Survivors	973-0242	https://sapac.umich.edu/article/resources-male-survivors
Sexual Assault Prevention and Awareness Center (SAPAC) Crisis Line	763-3333	https://sapac.umich.edu/
SAPAC Business Line	764-7771	
SOS Community Services	484-9945	https://connect2community.umich.edu/agency/detail/?agency_id=24248
University Health Service (UHS)	764-8320	https://uhs.umich.edu/
<u>UM-Dearborn</u>		
Department of Public Safety	(313)593-5333	https://umdearborn.edu/offices/police-public-safety

Ann Arbor Campus Division of Public Safety and Security Locations

Headquarters:

1239 Kipke Drive
(just east of Crisler Arena)
campus zip 1010

Neighborhood locations:

Palmer Commons
100 Washtenaw Ave.
Room 1085, 763-9395

Pierpont Commons
2101 Bonisteel Blvd.
647-4066

Mason Hall Office
419 S. State Street
Room G417, 764-5738

Church Street Parking Structure
525 Church Street, 647-2900

Wolverine Tower Neighborhood Office
3003 S. State Street, Room 6080
615-1596

Health Referral Services	(313) 583-6445	https://umdearborn.edu/students/womens-resource-center/community-resources/health-services
UM-Flint		
Department of Public Safety	(810)762-3333	https://www.umflint.edu/safety/department-public-safety
Office of Environment, Health and Safety	(810)766-6763	https://www.umflint.edu/ehs/environment-health-and-safety
Counseling, Accessibility, and Psychological Services	(810) 762-3456	https://www.umflint.edu/caps/counseling-and-psychological-services-caps
UMH Psychiatric Emergency Services (Michigan Medicine)	996-4747	https://medicine.umich.edu/dept/psychiatry/patient-care/psychiatric-emergency-service
Michigan Medicine Office of Counseling and Workplace Resilience	763-5409	https://hr.umich.edu/benefits-wellness/health-well-being/mental-health-counseling-consultation-services/michigan-medicine-office-counseling-workplace-resilience
UM's Anonymous Tip Line	1-800-863-1355	https://www.dpss.umich.edu/content/about/contact-us/

Chapter 19. 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
- 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 section 19.K

"Emeritus/Emerita Status" in the online version.

See the benefits website for more information at:

<https://hr.umich.edu/benefits-wellness/retiring-u-m/planning-retirement>

Chapter 20. Technology and Communications

The Office of the Chief Information Officer provides the leadership for the development and delivery of computing resources to University faculty, staff and students. Additional information is available here: <http://cio.umich.edu/about>.

Chapter 21. Additional Resources

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.

Appendix 1: Acronyms

Commonly Used Acronyms at U-M

AAAC-Academic Affairs Advisory Committee	LSI-Life Sciences Institute
AAPD-Ann Arbor Police Department	MCARD-University of Michigan I.D. Card
AAATA-Ann Arbor Area Transit Authority	MCIT-Medical Center Information Technology
AAUP-American Association of University Professors	MDCR-Michigan Department of Civil Rights
ARC-Advanced Research Computing	MLC-Michigan Learning Communities
ATCS-Adaptive Technology Computing Services	MIDAS-Michigan Institute for Data Science
AWC-Academic Women's Caucus	MUTO-Michigan Union Ticket Office
BEC-Business Engagement Center	NCIC-North Campus Information Center
BRRC-Biological Research Review Committee	NCID-National Center for Institutional Diversity
CAEN-Computer-Aided Engineering Network	NCRB-North Campus Recreational Building
CAPS-Counseling and Psychological Services	NCRC-North Campus Research Complex
CCC-Cultural Collections Council	NSF-National Science Foundation
CCRB-Central Campus Recreation Building	OBP – Office of Budget and Planning
CESF-Committee on the Economic Status of the Faculty	OIE-Office of Institutional Equity
CEW+-Center for the Education of Women	OIP-Office of International Programs
CFR-Corporate & Foundation Relations	OMB-Office of Management and Budget
CGIS-Center for Global and Intercultural Study	OQA-Other Qualified Adult
CIC-Campus Information Centers	ORSP – Office of Research and Sponsored Projects
CITI-Center for Information Technology Integration	OSCR-Office of Student Conflict Resolution
CRLT-Center for Research on Learning and Teaching	OTT-Office of Technology Transfer
CSCAR-Center for Statistical Consultation and Research	ODU-Office of University Development
DLPS-Digital Library Production Service	PACWI-President's Advisory Commission on Women's Issues
DPSS-Division of Public Safety and Security	PAF-Proposal Approval Form
EDI- Electronic Data Interchange	PCard-Procurement Card
E&E-Evaluations and Examinations	PEERRS-Program for the Education and Evaluation in Responsible Research Scholarship
EEOC-Michigan Equal Employment Opportunity Commission	PFIP-Provost's Faculty Initiatives Program
EHS-Environment, Health & Safety	PHLI-Public Health Library & Informatics
ESA-Environmental Spatial Analysis	RAD-Research Associate Dean
FASCCO – Faculty and Staff Counseling and Consultation Office (formerly FASAP)	PTS-Parking and Transportation Services
FERPA-Family Educational Rights and Privacy Act	RPC-Research Policies Committee
FMLA-Family and Medical Leave Act	SAB-Student Activities Building
FOIA-Freedom of Information Act	SACUA-Senate Advisory Committee on University Affairs
GEO-Graduate Employees' Organization	SAPAC-Sexual Assault Prevention and Awareness Center
GSI-Graduate Student Instructor	SPG-University of Michigan Standard Practice Guide
GSRA-Graduate Student Research Assistant	SPIN-Sponsored Programs Information Network
GSSA-Graduate Student Staff Assistant	TCP-Text Creation Partnership
HOA-House Officers Association	UAC-University Activities Center
HRRIS-Human Resources Records and Information Services	UCUCA-University Committee on Use and Care of Animals
IC-International Center	UHS-University Health Service
IMSB-Intramural Sports Building	ULAM-Unit for Laboratory Animal Medicine
IPP-International Partnerships Program	UM, U-M-University of Michigan
IRB-Institutional Review Board	UMOR-University of Michigan Office of Research
IRWG-Institute for Research on Women and Gender	UMPD- refers to Division of Public Safety and Security
ISDN-Integrated Services Digital Network	UMS-University Musical Society
ISR-Institute for Social Research	UROP-Undergraduate Research Opportunity Program
ITL-Instructional Technology Lab	USERRA- Uniformed Services Employment and Reemployment Rights Act
ITS-Information Technology Services	WISE-Women in Science and Engineering
LEO-Lecturers' Employee Organization	WLRC-Work-Life Resource Center
LRC-Learning Resource Center	

Abridged version of the Faculty Handbook



Find the unabridged version at

<http://www.provost.umich.edu/faculty/handbook/>