Handbook for Postdoctoral Fellows
## Table of Contents

Welcome, 3

New Postdoctoral Fellow Arrival Checklist, 4

Core Tenets of Postdoctoral Training, 5

Compensations and Benefits, 6
  Compensation and Fellowship Classifications, 6
  Benefits Enrollment, 6
  Health Insurance, Retirement Savings and Other Benefits, 7
  Paid Time Off, 7

Resources, 8
  Work-Related and Personal Issues, 8
  Professional Development, 9
  Health and Well Being, 9

University of Michigan Postdoctoral Association, 11

Living in Ann Arbor, 12
  Housing in the Ann Arbor Area, 12
  Finding Your Way Around Ann Arbor, 12
  For Partners, Spouses and Families, 13
  Parks and Recreation, 14
  Arts and Entertainment, 14

Appendices, 15
  A. Compact Between Postdoctoral Appointees and Their Mentors, 15
  B. Individual Development Plan for Postdoctoral Fellows, 18
  C. Annual Evaluation for Postdoctoral Fellows, 20
  D. Excerpt from the University of Michigan *Standard Practice Guide*, 23
Greetings,

Welcome to the University of Michigan! We hope the information in this handbook will help you as you transition into working and living in Ann Arbor. We invite you to attend the orientation for new postdoctoral fellows that we offer on the first Wednesday of every month.

In addition to information about both the University of Michigan and Ann Arbor, this handbook includes information on benefits, campus resources, and housing. Also included is information about the U-M Postdoctoral Association (UMPDA) and all they offer. You are now a member!

We expect you to have a productive and enriching experience as postdoctoral fellow on our campus. When you complete your postdoctoral fellowship we will contact you to complete an exit survey about your experience. The goal of collecting your feedback is to continuously improve the experience of postdoctoral research trainees on the University of Michigan campus.

We are happy to welcome you to Ann Arbor and to our outstanding community of scholars.

Sincerely,

Peter F. Hitchcock, Ph.D.
Professor
Department of Ophthalmology and Visual Sciences
Department of Cell and Developmental Biology
Associate Dean, Rackham Graduate School

Michele S. Swanson, Ph.D.
Professor
Department of Microbiology and Immunology
Director, Office of Postdoctoral Studies, University of Michigan Medical School
During your first few days on campus, you will need to complete the following:

☐ Make arrangements to meet with your research advisor/Principal Investigator (PI). Similarly, try to meet your colleagues and locate your lab, office or other work area.

☐ Meet with the Department Human Resources Administrator to:
  ☐ Complete employment paperwork, remembering to bring identification such as your driver's license, passport or birth certificate.
  ☐ Obtain your University of Michigan (U-M) identification number and your uniqname, which you need for U-M e-mail and other university information systems.
  ☐ Complete forms needed to obtain keycard access to your building.
  ☐ Ask about other department-specific procedures.

☐ If you are an international postdoctoral fellow go immediately to the International Center for assistance with:
  - information on Social Security numbers and cards;
  - visa and tax treaty forms;
  - any needed updates to your benefits and/or insurance if required for your visa.

☐ Obtain your MCard ID at one of the MCard Offices. Please bring a photo ID necessary to have the MCard issued.

☐ Select and enroll in the university benefits plans that are available to you.
  - **This must be completed within 30 days from your start date.** Registration is done online through Wolverine Access.
  - Registration is done online through Wolverine Access.
  - Refer all questions to the Benefits Office: 734-615-2000.

☐ The University’s **Standard Practice Guide** contains the University policies. To make certain you understand the policies regarding Postdoctoral Research Fellows, take a moment to read through it carefully.

☐ Review the Logistics, Transportation, and Parking website, for complete information about bus schedules and routes, parking permits, maps, disability services, and more.
• **Institutional Commitment**
  The University of Michigan is committed to maintaining the highest standards of training and to providing a period of training sufficient to ensure that, when completed, the trainee can function independently as a scientific professional. Institutional oversight is provided for terms of appointment, salary, benefits, grievance procedures, and other matters relevant to the support of postdoctoral appointees. The Rackham Graduate School is designated to provide this oversight and is available for the administrative support of postdoctoral affairs.

• **Quality Postdoctoral Training**
  Individuals should be trained to independently formulate meaningful hypotheses, design and conduct interpretable experiments, adhere to good laboratory practices, analyze results critically, document results thoroughly and accurately, understand the broad significance of their research findings and uphold the highest ethical standards in research. Developing additional skills—including oral and written communication, grant writing, and laboratory management—is considered integral to this training.

• **Importance of Mentoring in Postdoctoral Training**
  Effective mentoring is critical for postdoctoral training and requires that the primary mentor dedicate substantial time to ensure personal and professional development. A good mentor builds a relationship with the trainee that is characterized by respect and understanding. Attributes of a good mentor include: being approachable; being available and willing to share his/her knowledge; listening effectively; providing encouragement and constructive criticism; and offering expertise and guidance.

• **Foster Breadth and Flexibility in Career Choices**
  Postdoctoral appointees must have training experiences of sufficient breadth to ensure that they are prepared to pursue a wide range of professional career options. Effective and regular career guidance is essential and can be provided by the mentor and the institution.
The most complete listing and detailed descriptions of the salary, benefits, vacation days, sick leave, child care, and other compensation available to postdoctoral fellows is located on the Academic Human Resources website.

At the University of Michigan, postdoctoral fellows receive appointments that are of limited duration—they have a specific end date. These appointments are provided to individuals who have received a terminal degree, and who are receiving advanced training while participating in research or scholarly activities. Postdoctoral fellows are defined as mentored trainees, who are no more than five years beyond the receipt of a terminal degree. Time taken off for other training or employment does not count toward this five-year limit. The duration of the appointment is at the discretion of the hiring department, program, or other appointing unit, and is based on fellow’s scientific progress and the regulations outlined by the funding sponsor, if applicable.

Compensation and Fellowship Classifications

Postdoctoral fellows fall into one of two categories depending upon the type of the financial support. This is important because the type of funding determines the benefits eligibility, and the mode of taxation.

**Employee Trainees** are individuals who are paid as salaried employees, regardless of the funding source, for providing a service. This generally occurs when the individual’s training is accomplished through meeting a work obligation and providing service to a sponsored contract, e.g., NIH research grant. The appointments of such individuals will show an appropriate percentage of effort and a “salary payment.” State and federal payroll taxes are withheld from monthly compensation.

**Scholar Trainees** are individuals who are paid a stipend, regardless of the funding source, and effort is solely devoted to research training activity. Such stipends may be charged to institutional or individual training grants, external fellowships, or other university training funds. Payroll taxes are not withheld from monthly compensation, but this income may be subject to state and federal taxes. For answers to related questions, please contact payroll at payroll@umich.edu.

Benefits Enrollment

Enrollment in the benefit programs must be completed within 30 days of the start date of the appointment. After enrolling, changes in benefit selections may only be made during the annual open enrollment period in the fall or following changes in family status such as birth or marriage. One exception is election of/for the supplemental retirement account, which allows enrollment or changes at any time during the year. To select benefits and enroll follow the simple step-by-step online process located in the Employee Self Service tool in Wolverine Access.

An overview of benefits for postdoctoral fellows is available on the Academic Human Resources website. Also see information about all the university’s benefits plans, including eligibility and enrollment.
Health Insurance, Retirement Savings and Other Benefits

All postdoctoral fellows are required to enroll themselves and their dependents in one of a number of group health plans. The plans and services available, as well as the co-pay rates, may vary from year to year so it is important to read through what is offered before enrolling. Prescription drug coverage is included with enrollment in any university health plan.

Additional benefits available to postdoctoral fellows may include dental insurance, vision insurance, legal insurance, travel accident insurance, dependent care flexible spending account, supplemental retirement account with TIAA or Fidelity Investment, and life insurance, depending upon status as an employee trainee or scholar trainee.

Postdoctoral research fellows are not eligible to enroll in the university’s basic retirement savings plan, which is available only to faculty and staff.

Paid Time Off

Holidays: No minimum appointment is required. There are seven holidays observed by the university: New Year’s Day, Memorial Day, the Fourth of July, Labor Day, Thanksgiving Day and the day after Thanksgiving, and Christmas Day. In addition, the university generally observes as holidays what are termed season days—the four weekdays that fall between Christmas Day and New Year’s Day.

All university holidays observed during the appointment period are paid days off for postdoctoral fellows who receive a salary. Those who are termed scholar trainees may have different arrangements and should consult with the department administrator regarding the specific terms.

Vacation: Postdoctoral fellows are eligible to take 22 vacation work days each year. Fellows with part-time appointments and those appointed for at least six months but less than 12 months are eligible for a prorated number of vacation days. Vacation time must be taken during the annual appointment period. No pay in lieu of time off will be provided.

Fellows should always check with their research advisor/PI to determine if their presence will be needed at work during the holidays and/or desired vacation days. If so, make arrangements to take the time off on other days convenient to the research team.

Sick Time: Fellows are eligible for up to three weeks of paid sick time per year if unable to perform responsibilities due to personal illness or injury. For those who have been employed at the university for at least six months, paid extended leave of up to six weeks is available for conditions including serious injury, illness, or childbirth. See the Standard Practice Guide for more details.

Employee Trainees are eligible under the Family Medical Leave Act (FMLA) to be absent from work for up to a total of twelve weeks within the employee’s FMLA benefit year for a qualifying event. Benefit coverage will continue when these conditions are met.
Resources

Work-Related and Personal Issues

- **Faculty and Staff Counseling and Consultation Office (FASCCO)**
  FASCCO is a University of Michigan program that offers a number of services designed to help all staff, faculty, and their immediate family members with personal difficulties encountered both at work and at home.

- **Michigan Medicine Employee Assistance Program**
  The Medical Medicine Employee Assistance Program (EAP), is a confidential, no cost service for Michigan Medicine faculty, staff, and their families. Their goal is to inspire ongoing individual and organizational development, while contributing to the health and well-being of the Michigan Medicine community.

- **Work/Life Resource Center**
  The Center helps employees with needs related to childbirth leave, childcare, care for aging parents, and many other related issues.

- **International Center**
  The International Center provides a variety of services to researchers, scholars, faculty, and staff at the university. They are a key source of assistance to international research fellows, particularly with issues related to visas, taxes, and immigration.

- **Campus Disability Resource Directory**
  The Office of Institutional Equity at the University of Michigan maintains this directory. The office promotes the full inclusion of all individuals and complies with all federal and state laws that prohibit discrimination on the basis of disability. The University will provide reasonable accommodation to qualified individuals with disabilities upon request. This website provides general accessibility information, as well as information of particular interest to students, faculty, and staff. Local, state and national disability resources are also included.

- **Postdoctoral Ombuds for Dispute Resolution**
  The Postdoctoral Ombuds is a confidential, impartial, informal and independent resource that provides information and dispute management services for postdoctoral fellows. The Ombuds is not required to report the details of private conversations at any time. For assistance, please contact Darlene Ray-Johnson: rayj@umich.edu or (734) 764-4400.

- **Academic Human Resources Dispute Resolution Policies**
  Here you will find resources that may be of help concerning employee-related problems or conflicts. The website provides information about how to navigate the dispute resolution process, as well as the formal dispute resolution options available within university’s schools and colleges.
Professional Development

- **The Center for Research on Learning and Teaching**
  The Center for Research on Learning and Teaching offers programs and services designed to support postdoctoral fellows in all stages of their teaching careers from training for their first teaching experiences through preparation for the academic job market. CRLT’s services are generally open to fellows whether or not they are teaching.

- **The English Language Institute**
  The English Language Institute provides courses and other opportunities designed to meet the needs of international visiting scholars and others who are engaged in academic research at the university.

- **The Center for the Education of Women**
  The Center for the Education of Women provides counseling and educational programs to women and men regarding academic, career, and life issues; conducts social research on policy and gender issues; and advocates for improved policy and practice.

- **Information and Technology Services**
  The University of Michigan ITS provides quality computer training and education to the U-M community.

- **Michigan Medicine Health Information and Technology Services (HITS)**
  Health Information and Technology Services provide operational information technology support and services to faculty, staff, and students at Michigan Medicine.

- **Scholarspace**
  Scholarspace is the University Library’s center for learning how to use technology in research and teaching; offerings are free of charge and open to anyone. You can drop in for assistance, or you can call ahead to make an appointment.

- **Taubman Health Sciences Library**
  The Taubman Health Sciences Library offers a wide range of computer training workshops, research assistance and related resources.

Health and Well Being

- **University Health Service**
  UHS physicians and staff provide a wide range of medical services, including clinics, emergency care, immunizations, and a travel health clinic.

- **Michigan Medicine**
  Michigan Medicine offers inpatient and outpatient care. The eight-unit complex includes University Hospital, Von Voigtlander Women’s Hospital, Mott Children’s Hospital, Comprehensive Cancer Center, Frankel Cardiovascular Center, Neuroscience Hospital, A.
Alfred Taubman Health Care Center, and the Med Inn Building. More than 110 specialty services are available, ranging from Emergency Services and Obstetrics-Gynecology to Pediatrics and Psychiatry.

- **Psychiatric Emergency Services at the University Hospital**
  Crisis phone service: 734-936-5900
  Psychiatric Emergency Services (PES) provides emergency/urgent walk-in evaluation and crisis phone services 24 hours a day, 7 days a week, for people of all ages. Services include: psychiatric evaluation, treatment recommendations, crisis intervention; screening for inpatient psychiatric hospitalization, and substance abuse treatment referral information.

- **University of Michigan Psychological Clinic**
  Social workers, psychologists, and psychiatrists offer adults a range of mental health services, including evaluations, psychological assessments, individual psychotherapies, and group counseling sessions.

- **Sexual Assault Prevention and Awareness Center (SAPAC)**
  The SAPAC promotes healthy relationships, teaches non-violence and equality, supports survivor healing, and fosters a respectful and safe environment for all members of the University of Michigan community. SAPAC provides educational and supportive services for the University of Michigan community related to sexual assault, intimate partner violence, sexual harassment, and stalking.

- **MHealthy**
  Postdoctoral fellows can take advantage of the many programs and services provided by MHealthy to help meet health and wellness needs; these include physical activity, nutrition, ergonomics, tobacco treatment, and alcohol management.

- **Recreational Facilities**
  Postdoctoral fellows are eligible to purchase discounted memberships for access to the University’s outstanding facilities and amazing variety of recreational activities. See:
The University of Michigan Postdoctoral Association (UMPDA) is a volunteer organization and the largest collective postdoctoral organization within the University of Michigan. The main Objective of the UMPDA is to represent the interests and issues of postdoctoral fellows at the University of Michigan. This organization is dedicated to bridging the training gap between an individual's research laboratory and the changing culture of sciences and scholarship. UMPDA focuses on augmenting professional development provided by faculty mentors and serves as a forum to identify and address specific needs.

All postdoctoral research fellows at the University of Michigan are considered members of the UMPDA regardless of the appointing program or department.

The UMPDA seeks to enhance the postdoctoral experience and promote the continued success of postdoctoral fellows by:

• Promoting personal and professional development through seminars and workshops;
• Providing opportunities for networking, collaboration, and the exchange of knowledge and experience among postdocs;
• Advocating for postdoc-friendly university policies by creating awareness within the administration regarding issues and/or problems common to all postdocs;
• Fostering a sense of community among postdocs; and
• Providing information, resources and support for all research fellows as well as graduate students that are considering an academic career.

The UMPDA Board meets on the first Friday of every month at 9:00 am in the Graduate and Postdoctoral Studies Lounge in the Taubman Health Science Library Building. Everyone is welcome to attend and get involved! Check the website for the most up-to-date meeting information. Contact the UMPDA Board co-chairs via e-mail: umpdacochairs@umich.edu.

The UMPDA hosts a social event every month. This is typically a happy hour or coffee networking event. Keep an eye for e-mails for details about these events.

The Office of Postdoctoral Studies at the Medical School, the Professional and Academic Development team at Rackahm Graduate School, and the UMPDA schedule a series of career development events each semester. These events are designed to help postdocs identify career paths and gain the skills necessary to succeed in the career of their choosing.
Living in Ann Arbor

Built on the banks of the Huron River and located 45 minutes west of downtown Detroit (and an easy 20 minutes from Detroit Metro Airport), Ann Arbor is a cultural mecca within the Midwest basin. Not only is the city home to the University of Michigan – one of the finest universities and premier health systems in the country – it also offers a unique blend of city sophistication and small town charm appealing to singles, families, professionals, staff, and students. You will find that the city is both ethnically diverse and culturally rich. Just one visit and you will quickly understand why Ann Arbor is consistently voted one of the best places to live in the United States.

One of the best introductions to what the university, Ann Arbor, and the surrounding area hold for you is the “Uniquely Michigan” website. Below are a few suggestions we have to assist in your relocation and orientation to Ann Arbor.

**Housing in the Ann Arbor Area**

Both the University and the city have a variety of sites that will provide information about available housing options and locations.

- **On-Campus Housing**
  Because inexpensive housing in Ann Arbor is hard to find, the demand for University family housing runs high. Postdoctoral fellows with families are eligible to live in the university’s Northwood Community Apartments which consist of 1,089 family and single housing units. For more information contact the Housing Information Office.

- **Off-Campus Housing**
  The city has a substantial number of apartment structures and rental homes. The University maintains a website to assist with locating housing for a variety of needs.

- **Guide to Ann Arbor Neighborhoods**
  This local publication makes it possible to learn more about Ann Arbor neighborhoods with interactive maps, descriptions of the neighborhoods, and information about public schools.

- **MLive**
  MLive provides a full listing of available housing, along with the news. Just click on “menu” at the top left of the screen.

**Finding Your Way Around Ann Arbor**

- **University of Michigan Campus and City Maps**
  Look for a variety of maps for different parts of campus, parking locations, bus routes, and much more.
• **Logistics, Transportation & Parking**
  The University’s Logistics, Transportation & Parking website has just about everything you need to know about getting around campus and the surrounding community. Information is available about the free campus bus options, vanpooling, parking permits, visitor parking, patient parking, and university vehicle leasing. The website lists construction updates that may affect your commute to the U-M.

• **Ann Arbor Area Transportation Authority (TheRide)**
  TheRide has routes that serve all of Ann Arbor and some locations in neighboring cities and towns. Individuals with a University of Michigan Mcard ID are able to ride free on any of TheRide's regularly scheduled fixed-route buses. TheRide also offers NightRide, a late-night, shared-ride taxi service. The fare is $5.00 per person, cash only.

• **Zipcar Car-Sharing Program**
  This is a convenient option for those who don’t own a car. You can get most places in the city by bus, bike, or on foot, but you may occasionally need a vehicle. U-M has partnered with Zipcar to provide special membership plans and rates. You can rent a variety of vehicle types by the hour or by the day.

**For Partners, Spouses, and Families**

Here are just a few websites on common topics relevant to those who have relocated to the area as a result of the postdoctoral appointment of a partner and/or family member.

• **Employment at the University of Michigan**

• **Employment in Local Government**

• **Ann Arbor Public Schools**

• **Ann Arbor Private Schools**

• **Child Care Resources and Referrals**

• **Washtenaw Literacy**
  Washtenaw Literacy’s mission is to provide free language instruction customized to the needs of adults throughout Washtenaw County, utilizing a trained network of volunteer tutors. They provide free tutoring for adults of all ages and specialize in working with those whose native language is not English.
Parks and Recreation

Over 140 parks in the city of Ann Arbor allow outdoor enthusiasts to participate in all kinds of sports and recreational activities. Residents enjoy access to beautiful gardens and the city's large system of trails, playgrounds, and pools. Activities ranging from canoeing and biking in the summer to cross country skiing and ice-skating in the winter are available in the city.

- Matthaei Botanical Gardens
- Nichols Arboretum
- Ann Arbor Parks & Recreation
- Washtenaw County Parks & Recreation

Arts and Entertainment

A diverse cultural life thrives in Ann Arbor. Venues both on and off campus contribute to the city’s reputation for being one of the top presenters of the performing arts in the country. Performances range from international talent to student productions. Live music can be found almost any night of the week around town. The School of Music, Theatre & Dance hosts performances almost daily that are free and open to all students. The University’s Museum of Art is home to the state’s second largest collection of art and regularly features traveling exhibitions. One of the best ways to find out what is available is to look at the online resource “Current.”

- University Musical Society (UMS)
- School of Music, Theatre & Dance
- Kerrytown Concert House
- The Michigan Theater
- The Ark
- Ann Arbor Civic Theater
- Ann Arbor Summer Festival
Appendices

A. Compact Between Postdoctoral Appointees and Their Mentors

Introduction

This Compact is modified from the version first published by the American Association of Medical Colleges. This document highlights the core values of the University of Michigan that pertain to postdoctoral fellows. This document also provides a starting point for useful and important discussions between postdoctoral fellows and their mentors.

This compact serves also as a pledge and a reminder to postdoctoral fellows and mentors that their personal conduct and commitments to one another should reflect the highest professional standards and mutual respect.

Postdoctoral training is an integral component for scholars and scientists as they advance in their professional careers. Postdoctoral appointees typically join an institution to further their training in a chosen discipline after obtaining a terminal degree (e.g., Ph.D., M.D., D.V.M.). This training is conducted in an apprenticeship mode where a postdoctoral fellow works under the supervision and guidance of a faculty mentor who is qualified to fulfill the responsibilities of a mentor. The postdoctoral fellow may undertake scholarship, research, service, and teaching activities that together provide a training experience essential for her/his career advancement.

Compact

Commitments of Postdoctoral Appointees

• I acknowledge that I have the primary responsibility for the development of my career. I recognize that I must take a realistic look at career opportunities and follow a path that matches my individual skills, values and interests.

• I will develop a mutually defined research project with my mentor that includes well defined goals and timelines. Ideally, this project should be outlined and agreed upon at the time of the initial appointment.

• I will perform my research activities conscientiously, maintain good research records, and catalog and maintain all tangible research materials that result from the research project.

• I will respect all ethical standards when conducting my research including compliance with all institutional and federal regulations as they relate to responsible conduct in research, privacy and human subjects research, animal care and use, laboratory safety, and use of radioisotopes. I recognize that this commitment includes asking for guidance when presented with ethical or compliance uncertainties and reporting breeches of ethical or compliance standards by me and/or others.
• I will show respect for and work collegially with my coworkers, support staff, and other individuals with whom I interact.

• I will endeavor to assume progressive responsibility and management of my research project(s) as it matures. I recognize that assuming responsibility for the conduct of research projects is a critical step on the path to independence.

• I will seek regular feedback on my performance and ask for a formal evaluation at least annually.

• I will have open and timely discussions with my mentor concerning the dissemination of research findings and the distribution of research materials to third parties.

• I recognize that I have embarked on a career requiring “lifelong learning.” To meet this obligation I must stay abreast of the latest developments in my specialized field through reading the literature, regular attendance at relevant seminar series, and attendance at scientific meetings.

• I will actively seek opportunities outside the laboratory (e.g., professional development seminars and workshops in oral communication, scientific writing, and teaching) to develop the full set of professional skills necessary to be successful for my chosen career.

• At the end of my appointment, in accordance with U-M policy, I will leave behind all original notebooks, computerized files, and tangible research materials so that other individuals can carry on related research. I will also work with my mentor to submit the research results for publication in a timely manner. I can make copies of my notebooks and computerized files, and have access to tangible research materials, which I helped to generate during my postdoctoral appointment according to institutional policy.

Commitments of Mentors

• I acknowledge that the postdoctoral period is a time of advanced training intended to develop the skills needed to promote the career of the postdoctoral appointee.

• I will ensure that a mutually agreed upon set of expectations and goals are in place at the outset of the postdoctoral training period, and I will work with the postdoctoral appointee to create an individual career development plan.

• I will strive to maintain a relationship with the postdoctoral appointee that is based on trust and mutual respect. I acknowledge that open communication and periodic formal performance reviews, conducted at least annually, will help ensure that the expectations of both parties are met.

• I will promote all ethical standards for conducting research including compliance with all institutional and federal regulations as they relate to responsible conduct in research,
privacy and human subjects research, animal care and use, laboratory safety, and use of radioisotopes. I will clearly define expectations for conduct of research in my lab and make myself available to discuss ethical concerns as they arise.

- I will ensure that the postdoctoral appointee has sufficient opportunities to acquire the skills necessary to become an expert in an agreed upon area of investigation.

- I will provide the appointee with the required guidance and mentoring and will seek the assistance of other faculty and departmental/institutional resources when necessary. Although I am expected to provide guidance and education in technical areas, I recognize that I must also educate the postdoctoral appointee by example and by providing access to formal opportunities/programs in complementary areas necessary for a successful career.

- I will provide a training environment that is suited to the individual needs of the postdoctoral appointee in order to ensure his/her personal and professional growth. I will encourage a progressive increase in the level of responsibility and independence to facilitate the transition to a fully independent career.

- I will encourage the interaction of the postdoctoral appointee with fellow scientists both intra- and extramurally and encourage the appointee's attendance at professional meetings to network and present research findings.

- I will ensure that the research performed by a postdoctoral appointee is submitted for publication in a timely manner and that she/he receives appropriate credit for the work she/he performs. I will acknowledge her/his contribution to the development of any intellectual property and will clearly define future access to tangible research materials according to U-M policy.

- I recognize that there are multiple career options available for a postdoctoral appointee and will provide assistance in exploring appropriate options. I recognize that not all postdoctoral appointees will become academic faculty. To prepare a postdoctoral appointee for other career paths, I will direct her/him to the resources that explore nonacademic careers, and discuss these options.

- I will commit to being a supportive colleague to postdoctoral appointees as they transition to the next stage of their career and, to the extent possible, throughout their professional life. I recognize that the role of a mentor continues after the formal training period.
B. Individual Development Plan for Postdoctoral Fellows

Individual Development Plans (IDPs) provide a planning process that identifies both professional development needs and career objectives. Furthermore, IDPs serve as a communication tool between postdoctoral fellows and their mentors. IDPs have been incorporated into performance review processes in many organizations, and can be considered one component of a career development plan.

Goals of an IDP

Help individuals identify:
- Long-term career options and the necessary tools to pursue them
- Short-term needs for improving current performance

Benefits of an IDP

Postdoctoral fellows will have a process that assists in developing and achieving long-term and short-term goals. Identifying short-term goals will give you a clearer sense of expectations and help identify milestones along the way to achieving specific long-term goals. The IDP also provides a tool for communication between a postdoctoral fellow and a faculty mentor.

Outline of IDP Process

The development, implementation, and revision of the IDP requires a series of steps to be conducted by the postdoctoral fellow and their mentor. These steps are an interactive effort, and so both the postdoctoral fellow and the mentor must participate fully in the process.

1. Write an IDP, share with mentor, and revise if needed
2. Implement the plan and revise as appropriate
3. Establish regular reviews of progress and help revise the IDP as needed

A national online IDP tool is available from Science Magazine.

Individual Development Plan Resources

Self Assessment
The Postdoc Experience


Career Opportunities

- American Association for the Advancement of Science, Science’s Next Wave

- *The Scientist*, Archives: Profession


- National Postdoctoral Association ADVANCE

- Federation of American Societies for Experimental Biology: Professional Development & Diversity Resources


- Listserv: Tomorrow’s Professor


Resources on Non-Academic Careers


* These resources are not considered endorsements, per se.
C. Annual Evaluation for Postdoctoral Fellows

The research fellow should first complete a self-assessment. The PI will then be given the opportunity to make their comments.

Please comment on the following:

- Interpersonal skills and ability to work with the lab team. (*This refers to such items such as cooperation with others, fostering lab growth, reliability, etc.*)

Fellow Comments:

Mentor Comments:

- Communication Skills (*Consider written and oral communication, level of clarity, presentation skills, etc.*)

Fellow Comments:

Mentor Comments:

- Research Skills (*These include innovation, data interpretation, applying new techniques, taking ownership of projects, evaluating and improving current protocols.*)

Fellow Comments:
Mentor Comments:

• Other Skills (For example, reading and evaluating literature, assists with writing grant proposals, participates in department or national meetings, teaching and mentoring, leadership skills)

Fellow Comments:

Mentor Comments:

• List Accomplishments (Include publications, conference presentations, local lectures, grants or awards, grants pending, etc.)

Fellow Comments:

Mentor Comments:
Development Plan

To be filled out by the mentor and discussed with the research fellow.

Review and discuss job expectations and develop a plan to successfully complete the postdoc appointment and to prepare him/her to meet personal goals.

<table>
<thead>
<tr>
<th>Targeted Development Areas</th>
<th>Goals for Upcoming Year</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>List interpersonal, communication and/or analytical skills to focus on</em></td>
<td><em>How will the achievement of goals be determined or benchmarked?</em></td>
</tr>
</tbody>
</table>

I have discussed the contents of this report with my mentor.

*Postdoctoral fellow signature:*

*Date:*

*Principal Investigator signature:*

*Date:*
I. Policy

Since postdoctoral research training is a valuable educational path for scholars in certain academic fields, the University provides opportunities for individuals to be appointed as Research Fellows or Senior Research Fellows while receiving such training. Each Fellow’s hiring unit should assign a tenured or tenure track instructional or research faculty member to provide mentorship to him or her.

II. Regulations and Definitions

A. Titles and Term of Appointments

1. Units at the University will use the title of Research Fellow when appointing individuals who already possess either a terminal doctoral degree (i.e. Ph.D.) or a professional doctorate (e.g., M.D., D.D.S, D.V.M.) and who are pursuing advanced scientific or scholarly training, which may be in a clinical setting but is outside of the traditional clinical service and does not involve direct patient care.

2. Units may appoint Fellows as either Research Fellow or Senior Research Fellow, as appropriate to the circumstances. Research fellowships should be for one year or less, with the possibility of renewal in subsequent years, not to exceed a total of five years of postdoctoral training.

3. Before extending an appointment offer, the hiring unit must first identify resources to support the appointment for the entire length of the appointment. If circumstances arise that require the hiring unit to terminate a Research Fellow appointment before the specified appointment end date, before notifying the Fellow the hiring unit should first consult with the appropriate Dean or Director and the Office of Academic Human Resources.

4. Research Fellows are appointed for the purpose of providing them with advanced training as described above in section II.A.1. At the outset of the appointment, the faculty member who has been assigned as a mentor to the Fellow should communicate the hiring unit’s standards regarding the responsibilities of the individual Research Fellows and the unit’s expectations for how they should progress through their training. Like all members of the University community, it is the responsibility of each Research Fellow to perform all related activities to the best of his or her ability, in a collegial manner and with the highest standards of integrity.

5. Typically and under the appointment terms, Research Fellows will receive a salary, regardless of fund source, for the services the unit expects them to perform. The most common arrangement is for the individual’s training to be accomplished through the performance of obligations on a sponsored grant or contract.

6. Research Fellows who are paid via a fellowship, regardless of fund source, under which no service to the University is required, are considered “scholar trainees.” Units appointing “scholar trainees” may charge the cost of their fellowships to training grants, fellowships or various other University funds designated for such purposes. Appointments of such individuals will be at “0%” effort.
7. Hiring units will use the title of House Officer for persons with professional doctorates whose training will involve patient care responsibilities, in a manner consistent with provisions of the contract between the University and the House Officers Association.

8. Research Fellows whose program of activities will involve classroom teaching as an “officer of instruction” must hold a separate appointment for this responsibility in a manner consistent with provisions of the contract between the University and the Lecturers’ Employee Organization.

B. Support of Research Fellows

Hiring units may pay fellowships and/or salaries and associated benefit costs with the type of funds described below:

1. Externally funded training grants or fellowships, which may be administered through the University or paid directly by the granting agency to the Fellow.

2. Sponsored research projects, when such training is consistent with the terms of the grant or contract.

3. University general funds or other funds.

C. Approval of Research Fellows

1. Before a mentor makes any type of commitment to hire a Research Fellow, the appointment must be approved by the Chairperson or the Dean/ Director of the teaching or research unit in which the appointment is to be made. Before approving a Research Fellow appointment, the Dean or Director will assure that the hiring unit has met the terms described below:

2. The hiring unit has identified or will be able to identify appropriate fund sources to cover the cost of the Fellow’s fellowship and/or salary and the required University contributions to fringe benefits associated with the fellowship.

3. The hiring unit is able to make space available for the Fellow’s use.

4. The mentor and the Fellow have agreed upon a proposed training program that will enhance the Fellow’s scholarship and ability as a researcher.

5. The hiring unit has a conflict resolution process available to the Fellow to raise concerns or problems connected with the fellowship. Unit policies are described at: Dispute Resolution for Postdoctoral Research Fellows

D. Terms and Benefits of Research Fellow Appointments

All Research Fellows will:

1. Be required to enroll themselves and their dependents, as necessary, in the University group health and dental plans using the same rate structure that applies to University staff. The University may waive the requirement to enroll if the Fellow is covered by equivalent insurance, or for religious reasons. If the Fellow fails to enroll within thirty days after appointment, the Fellow will be enrolled as a one-person subscriber.

2. Have the opportunity to enroll in the University group life insurance program at the same cost and under the same conditions as University faculty and staff.

3. Be covered by the University’s worker’s compensation insurance and, when traveling on University business, by the University’s travel accident insurance.

4. Be listed in the appropriate University directories.

5. Have access to the University’s libraries on the same basis as research faculty.

6. Have the opportunity to use recreational facilities and to purchase athletic event tickets and University parking permits under the same conditions and at the same cost as for University faculty and staff.

7. Upon certification by the mentor of successful completion of training, the Office of the Vice President for Research will issue a suitable recognition to the Fellow and will notify the Alumni Records Office for inclusion of the Fellow in its records.

8. Fellows who receive a salary through their appointments, as described in section II A. 5., are eligible for:
a. Annual vacation allowance equivalent to one month in twelve (22 workdays) for fellows appointed in yearlong increments. Fellows who are either part-time (i.e. less than 100% effort) or who are appointed for at least six months but less than one year shall receive a pro-rata vacation allowance. Fellows must take vacation time during the annual appointment period. The University will not provide pay in lieu of time off.

b. Time off without loss of pay or stipend for all University holidays observed during the appointment period. If operational exigency requires that time off cannot be granted during the holiday, an equivalent amount of time off should be provided during another period of time.

c. Time off without loss of pay or stipend during the University’s Season Days, typically the four (4) work days between the days observed s the Christmas and New Year’s holidays. If operational exigency requires that time off cannot be granted during the season day period, an equivalent amount of time off should be provided during another period of time.

d. Up to three weeks per year of paid sick leave, if unable to fulfill responsibilities because of personal sickness, childbirth, or injury. The Fellow may also use the three weeks of paid leave to care for a family member due to personal sickness, childbirth, or injury, or to care for his or her newly born, newly adopted or newly fostered child.

e. Up to six (6) weeks per year of paid extended leave, if fellows are unable to fulfill responsibilities because of a qualifying disability, e.g., serious illness, serious injury or childbirth. A Fellow will become eligible for paid extended leave following a six-month period of employment as a Research Fellow, starting at the date of the first appointment. A Fellow returning from extended leave must remain at work for at least six months to renew the extended leave benefit. Paid extended leave may be utilized in combination with the annual vacation allowance (II.D.8.a.) and/or paid sick leave (II.D.8.d.).

The following procedure must be followed for a Fellow to be eligible for Paid Extended Leave:

The Fellow must report the qualifying illness/injury/childbirth to the University’s Work Connections program which provides confidential management of the event/condition while certifying eligibility to use paid extended leave. The Fellow is required to submit appropriate medical documentation to Work Connections. Work Connections will verify the qualifying medical disability, expected duration of absence and any work restrictions, and inform the hiring unit of the paid extended leave eligibility. Information about Work Connections and the authorization forms are available at: Work Connections.

9. Salaried Fellows who meet the eligibility requirements of the Family and Medical Leave Act of 1993 (FMLA) are eligible under the FMLA to be absent from work without pay for up to twelve weeks in their FMLA benefit year for a qualifying event, with continuation of University contributions to insured benefit coverage during the period. Benefits under the FMLA will be administered concurrently with benefits from paid extended leave (8.e.).

Note: Appointing units must maintain records related to attendance and usage of vacation, sick leave and paid extended leave allocations described in section D. 8.a., d. and e. above. No attendance or absence records are maintained for Research Fellows by the Payroll Office or other central units. University costs associated with vacation, sick and paid extended leaves will be assigned to the account from which the Fellow’s salary is paid. If the account is insufficient to cover the full cost of benefits, the unit must notify the appropriate fund area of Financial Operations and identify another suitable account to which the benefit costs can be charged.

E. Withholding of Taxes and Reporting of Income

1. Federal and State income taxes and FICA taxes will be withheld and a Form W-2 filed with the IRS for Research Fellows as described in section II. A. (5.) above.

2. Exception: No Federal, State or FICA taxes will be withheld from payments issued to Fellows who are “scholar trainees” (as described in section II. A. 6.) because such payments are not considered “wages.” It is, however, “income” to the Fellow and may be taxable under Federal and State law.

3. Because a Form W-2 will not be issued, fellows may contact the Payroll Office to request a “fellowship letter” that will state the amount of fellowship received. The Fellow may use this letter as documentation when filing annual tax returns.
F. Selection

Given the variety of existing postdoctoral programs, there are no uniform search or selection procedures that hiring units must follow prior to appointing an individual in a Research Fellow position. However, hiring units must observe University policies on non-discrimination and make good faith efforts to develop broad and inclusive selection pools when undertaking searches. When a hiring unit wants to move a Research Fellow to a regular faculty or staff appointment, it should follow the customary recruitment policies and procedures described in SPG 201.22 Recruitment and Employment Process (Regular).

Procedures: UHR Procedure for SPG 201.19

Attachment

<table>
<thead>
<tr>
<th>Attachment</th>
<th>Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Printable PDF of SPG Section 201.19</td>
<td>40.2 KB</td>
</tr>
</tbody>
</table>

SPG number: 201.19

Date issued: January 1, 1986

Last updated: September 1, 2016

Next review date: September 1, 2020

Applies to: Research Fellows and Senior Research Fellows

Owner: Office of the Provost and Executive Vice President for Academic Affairs

Primary contact: Office of the Provost and Executive Vice President for Academic Affairs

Related policies: Recruitment and Employment

Related links:
- Procedures
- Dispute Resolution for Postdoctoral Research Fellows
- Rackham's Postdoctoral Scholars section

Hard copies of this document are considered uncontrolled. If you have a printed version, please refer to the University SPG website (spg.umich.edu) for the official, most recent version.