

The University of Michigan
President's Advisory Commission on Women's Issues

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To: Postdoctoral Advisory Group
Academic Program Group

Cc: President Mary Sue Coleman
U-M Postdoctoral Association Co-Chairs Michelle Wood & Linda Foit

From: President's Advisory Commission on Women's Issues

Subject: Continued Need For Improvement in Services to Postdoctoral Fellows

Date: January 19, 2012

Over the years, the President's Advisory Commission on Women's Issues (PACWI) has been encouraged to examine the status of postdoctoral fellows (postdocs), particularly women postdocs. Last spring, the Commission extended an invitation through the President of the U-M Postdoc Association (UMPDA) for postdocs interested in speaking to PACWI. Of several volunteers, five panelists were selected to share information about ways the University excels in support of postdocs and areas where U-M could improve its services. The speakers represented a cross-section of departments from the schools of Medicine and Literature, Science and the Arts, as well as the Life Sciences Institute.

The common message shared with PACWI was that the Michigan experience as a postdoc can be very good from both a professional and work-life perspective, but that this can vary a lot depending on the faculty member under whom the postdoc works. Postdoc panelists appreciated the support they received through the dual career hiring program, Medical school funding of activities organized by the UMPDA, and the 2009 conference organized by UMPDA and the Center for the Education of Women, with participation and co-sponsorship from neighboring universities. That conference was unique in that it addressed the career paths of postdocs in the social sciences and humanities, as well as the natural sciences.

Areas mentioned by postdoc panelists as needing greater attention and/or clarification fell into five main categories: isolation, health-related issues, services, salary and unique experiences of international postdocs. Further information was then gathered from relevant sources so that PACWI could corroborate the issues raised. Over the summer, the Commission asked various individuals responsible for postdoc services or policies to review and submit comments on a draft version of this memo. (See Attachment A for a listing of the memo's recipients.) Nearly all of the draft memo's recommendations were met with very positive responses.

This final version of the memo has been reorganized to include a *Checklist for Hiring & Onboarding of Every U-M Postdoctoral Fellow*. (See Attachment B.) Many of the recommendations related to isolation, clarification of health-related policies, services and salary are now addressed through this document, which PACWI recommends be adopted campus-wide. As you review the *Checklist* and the recommendations made below, we hope you will keep in mind any postdocs you know personally. To make this easier, the chart in Attachment C shows the 2011 distribution of postdoc positions across the various schools, colleges and institutes.

Issues and Recommendations

Currently, information and services for postdocs are provided in silos, representative of the segmented ways in which postdocs enter the University. Some postdocs fall in the “research fellow” job family, while others are called “advanced postgraduate trainee,” “assistant professor/postdoctoral scholar” or “house officer.” There is a College of Engineering fellows list, the Michigan Society of Fellows, Michigan’s Alliance for Graduate Education and the Professoriate Fellows, as well as “scholar trainees” on National Institutes of Health (NIH) training grants and “employee trainees” on NIH research grants both at the Medical School, just to name a few. In fact, PACWI found it difficult to gather basic data about the demographics and policies related to postdocs because units deferred to others as the “authority” on postdocs. Although the Postdoctoral Advisory Group has begun to provide an overarching view of postdocs, the lack of a centralized resource for postdoc information and services has allowed the University’s policies and services to remain disjointed and at times, in conflict.

Encourage More Faculty Involvement in Mentoring & Career Development for Postdocs

1. **Use structural methods to reinforce a culture of faculty mentoring for the career development of postdocs.** Many postdoc panelists expressed the concern that the degree to which a postdoc is mentored is heavily dependent on the professor with whom one works. It is noteworthy that the National Science Foundation requires that a mentoring plan be submitted with any grant proposal requesting funding for a postdoc. Nevertheless, without motivation on the part of the professor, some postdocs are overlooked or worse—taken advantage of.

PACWI therefore recommends that all postdocs and their faculty or staff supervisors be required by their departments to develop together and annually review a mentoring/career development plan. U-M could encourage postdocs to make time for development activities by structuring postdoc appointments so 2-10% FTE is dedicated to career development, as some of our peer institutions have done.

2. **Rackham should be given additional financial resources so that it can expand its services to postdocs and act as a consultant to faculty and staff regarding best practices in working with postdocs.** Postdocs don’t fit into existing systems designed for others and therefore need services that can reach out to them. Especially for postdocs who were previously graduate students at U-M, the transition to a postdoc position can be difficult. The potential for isolation from peers and potential mentors can be high, especially if the appointing college or unit has few other postdocs. In places where postdocs are few and far between, they may not be invited to attend seminars, present research or get other support like they did as graduate students. Because postdocs typically are considered neither faculty, staff, nor student, it is sometimes hard to develop collegial connections within or across departments.

The Medical School provides a comprehensive set of services to its postdocs and their mentors. Rackham Graduate School offers a number of resources to Rackham students and faculty, but would like to expand its services to other postdocs not affiliated with it. Staff at the College of Engineering are starting to develop resources for postdocs and said they would be pleased to have advice from Rackham. In comments received from all three schools, PACWI received support for our recommendation that resources be provided to Rackham so that it could expand its outreach to underserved postdocs and the faculty and staff who work with them.

3. **Similarly, the U-M Postdoc Association (UMPDA) should be provided institutional support so that it can expand its programs beyond the Medical School.** The UMPDA’s administrative support currently resides in the Medical School. The Association only has contact info on postdocs in the Medical School and those who have attended UMPDA programs. Broader institutional support for the UMPDA can help it reach beyond the medical campus in order to offer events and support services campus-wide, which is of great interest to the UMPDA board. In conjunction with our recommendation above, PACWI suggests that staff capacity at Rackham be expanded to support the UMPDA.

4. **Career development and job search services.** PACWI is pleased to see that this fall’s Preparing Future Faculty Conference was opened to postdocs as well as graduate students. The new Postdoctoral Short-Course on College Teaching in Science and Engineering sounds like another great resource offered by the Center for Research on Learning and Teaching and Rackham. However, postdocs still must pay for teaching consultation services from CRLT that would otherwise be free to graduate student instructors. A similar concern is that postdocs – even if they are U-M alumni/ae – are not eligible to receive free CV/resume support, mock interview practice, or to attend career development events offered by the Career Center. Some of these services are free and available to postdocs through the Center for the Education of Women, but with its limited number of counselors on staff, CEW cannot currently address the needs of all postdocs. PACWI recommends, therefore, that the hiring unit or research grant funding of each postdoc be expected to pay for career-related services from CRLT and The Career Center that would normally be paid through student tuition fees, or otherwise provide funds and make time available for professional development in preparation for their postdoc’s faculty career.

Expand Information Available for Postdocs and Make It More Widely Accessible

5. **Expand the current Postdoctoral Scholars website developed by Rackham (<http://www.rackham.umich.edu/postdoctoral/>) to be a more robust, comprehensive resource for all postdoctoral fellows information.** To expand the information on the current Rackham website for Postdoctoral Scholars, information and links should be available for all postdoctoral groups on campus. Currently, there is information about the Michigan Society of Fellows, Michigan’s Alliance for Graduate Education and the Professoriate Fellows, and the U-M Postdoctoral Association. However, information should also be included for the Emerging Scholars Interdisciplinary Network, chaired by Professor Sean Joe, the Medical School’s Office of Postdoctoral Studies, and the postdoctoral group affiliated with the Women of Color in the Academy Project housed at the Center for the Education of Women. An inventory or survey should be conducted annually to include all new postdoctoral groups on campus.

Information for and about postdocs across all units of the University should be presented in a “one-stop shopping” format on Rackham’s website, and should include links to other detailed postdoc resource pages already managed by the Medical School, Engineering, Human Resources and elsewhere.

6. **Add Postdoc Information to the Division of Research Development & Administration Website.** For anyone who might go directly to the Division of Research Development and Administration’s (DRDA) website in search of postdoc information, there should at least be links to the websites of

postdoc programs such as those run by Rackham, the Medical School and the College of Engineering. It should also have a link to postdoc benefit information on the Human Resources site, as well as links to postdoc resource persons in all the other schools and colleges. (A link to Rackham's list at <http://www.rackham.umich.edu/postdoctoral/contacts/internal/> would suffice.)

Clarify Sick & Vacation Benefits and Expand Access to New Parent Benefits

7. **Standard Practice Guide 201.19 needs to clarify eligibility for health-related benefits for postdocs classified as “scholar trainees”.**
 - a. **Vacation and sick leave benefits should be the same for all postdocs.** Despite improvements made last year to the Standard Practice Guide policy for Postdoctoral Research Fellows (SPG 201.19), there is still uncertainty in various departments about whether “scholar trainees” are eligible for vacation or sick leave. (In 2010, 14% of the University’s female postdocs and 10% of its male postdocs –12% overall – were classified as scholar trainees.¹) The SPG differentiates between fellows who receive a salary and are sometimes referred to as “employee trainees” and “scholar trainees” who are paid via a fellowship, training grant or other designated University funds. The appointments of scholar trainees are shown as having 0% effort and the current SPG implies that they are not eligible for the same vacation and sick leave offered to employee trainees. However, most funding sources for scholar trainees offer vacation and sick leaves that are as generous as those offered to employee trainees. PACWI recommends, therefore, that the University create a uniform leave policy in which “scholar trainees” receive the same vacation and sick leave benefits as their employed postdoc counterparts receive.
 - b. **Clarify that scholar trainees are eligible for extended sick leave.** Scholar trainees are not eligible for FMLA leave (which is unpaid) because they are not employees of the University. However, most funding sources offer both scholar and employee trainees paid and/or unpaid extended leave for short-term disabilities. Leave can be arranged between the funding agency and the postdoc and/or postdoc’s mentor. Again, the SPG needs to clarify this so postdocs considered scholar trainees can apply for it, if needed.
 - c. **Clarify the rules under which employee trainees are eligible for FMLA protections.** In some cases where employed postdocs with serious medical problems experienced extended absences, it was unclear to their departments and staff at Work Connections whether prior work for the University as a graduate student could count toward the 12-month continuous employment criterion for Family Medical Leave Act (FMLA) protections. The FMLA requires employers to continue to contribute their portion of health insurance premiums for up to twelve weeks while an eligible employee is on leave. It also requires the employer to place the returned employee into his or her same job or an equivalent position.

Some postdocs whose prior employment as a graduate student at U-M was not counted when considering their FMLA eligibility have had university contributions to their health insurance premiums end when they needed them most – during their extended sick leave. PACWI recommends

¹ Source: Human_Capital_Report_all_Research_Fellow.dataset.xls

that SPG 201.19 be revised to explain that hours worked as a University employee just prior to employment as a postdoc – even as a temporary employee – can be counted toward FMLA eligibility.

8. **Make modified duties accommodations available to all postdocs who adopt or become birth parents of a child, and to those whose medical needs require periodic absences from work in order to recover from or get treatment for a serious illness or injury.** Especially given the fact that federal funding is typically available for postdocs in these situations, PACWI believes they should be treated like faculty in this regard. By applying SPG 201.93 (Modified Duties for New Parents) to postdocs campus-wide, the University could ensure that accommodations are handled fairly, consistently and in line with the family-friendly policies of the National Institutes of Health, National Science Foundation and Department of Energy, among others. Regardless of whether the University decides to extend modified duties to postdocs, Title IX law protects postdocs (employees and scholars) against pregnancy discrimination. Therefore, all postdocs are entitled, at a minimum, to job-protected, unpaid maternity leave.²
9. **Hazardous substances policy for pregnant & nursing women.** Given that many postdocs work in the sciences, PACWI was asked to examine procedures for ensuring that female postdocs who work with hazardous substances can have safe pregnancies and postpartum periods while nursing. One postdoc recommended that women be allowed to hold positions outside of the lab during these periods, if requested. Feedback given to PACWI by Medical School faculty, however, expressed concern about the effect such alternative work arrangements might have on a postdoc's research career, productivity and eligibility for funding through a particular research project. Therefore, PACWI recommends that a small workgroup, including a representative from the University's Office of Occupational Health & Environmental Safety, be tasked with examining this issue and making recommendations to the Postdoctoral Advisory Group.

Urge Faculty to Pay NIH Recommended Salary Levels Even If It's Not Required

10. As you likely know, some forms of funding from NIH require institutions to pay a set salary level to their postdocs. Other NIH funding sources provide pay guidelines to the institution. It is often assumed that if a postdoc is being paid on a NIH grant, then they are being paid according to the NIH guidelines. However, not all faculty choose to follow these guidelines. A postdoc not paid according to the guidelines can lodge an appeal, but this would obviously put the postdoc in an uncomfortable position. Surveys of postdocs collected by the Medical School have included requests for clear University policies regarding salary schedules, evaluations and raises.

Some people from the Medical School who commented on PACWI's draft memo suggested that if the University mandated use of NIH salary schedules, it would reduce the number of available positions for postdocs and significantly hurt research productivity. Others in UMMS, however, commented that most faculty can afford to follow the NIH guidelines, but choose not to do so. The SPG on postdocs is currently silent on the matter of salary and stipend levels.

² 2011. K.F. Ehm and A. Linnemann. *A Postdoc's Guide to Pregnancy and Maternity Leave*. Developed as part of the National Postdoctoral Association's NPA ADVANCE project. Downloaded from <http://www.nationalpostdoc.org/publications/563-maternity-guide>.

PACWI suggests that language be added that strongly encourages departments to follow NIH guidelines or the relevant guidelines of other major grant funding institutions. The SPG should include a hyperlink to these salary schedules and note that increases are encouraged each year that a postdoc's appointment is renewed. Another vehicle for reaching faculty with information about expected postdoc pay levels is the annual letter that is sent to deans by DRDA, which asks units to ensure that compensation packages for postdocs are equal to or greater than those offered to Graduate Student Research Assistants. (See Attachment D for an example of a Research Fellow Minimum Salary Rate memo.)

Examine & Address the Needs of International Postdocs

Both U.S. citizen and international postdocs expressed concerns about the potential for international postdocs to be either neglected or taken advantage of by faculty because of their reduced English language skills and lack of familiarity with American culture. Because of the citizenship requirements of some federal grants, it is unclear to some international postdocs for which grants they may be eligible to apply. Panelists also noted that international graduate students (and perhaps postdocs) present different recruitment incentives to U-M departments, depending on whether their funding comes from government or private companies in their home country, or the U-M department itself.

- 11. **Information for international postdocs should be consolidated & cross-referenced.** PACWI recommends that information for international postdocs be included on the postdoctoral scholars websites of Rackham and DRDA as recommended above, with linking information available from the websites of both the International Center and the International Institute. A useful resource to reference is the training module on mentoring international postdocs, available at http://www.ori.hhs.gov/education/products/chop_mentoring/.
- 12. **Focus groups of international postdocs.** The Commission further recommends that one or both of the above-named units be asked to conduct focus groups of international postdocs in order to explore issues unique to their experience and then consider potential responses to those issues. The Medical School has found Kate Zheng in the International Center particularly helpful in assisting international postdocs with their adjustment to the University and connecting them to resources.

PACWI thanks the Postdoctoral Advisory Group for the work you have already done to strengthen policies and enhance the resources available to U-M postdocs. We would appreciate having the opportunity to meet with representatives of the Postdoctoral Advisory Group during Winter term in order to hear your thoughts on these recommendations. To discuss this request or the content of this memo, please contact PACWI's chair, Dr. Gloria Thomas, at 764-7640 or by email at gthomas@umich.edu.

Cordially,
Members of the President's Advisory Commission on Women's Issues
(see list on next two pages)

Members of the President's Advisory Commission on Women's Issues, 2011-12

Gloria Thomas, *PACWI Chair*
Director, Center for the Education of Women (CEW)

Jesse Carr
Graduate Student, American Culture

Rosie Ceballo
Associate Professor of Psychology and Women's Studies

Sally Churchill, *Presidential Liaison to PACWI*
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Chanel DeGuzman
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Assistant Dean and Professor of Education; Faculty Associate, Institute for Social Research;
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Silvia Pedraza
Professor of Sociology and American Culture

Elisabeth (Lies) Quint
Assistant Dean for Clinical Faculty; Clinical Professor of Obstetrics & Gynecology

Beth Sullivan, *PACWI Staff*
Senior Associate for Advocacy & Policy, CEW

Laura Wernick
Postdoctoral Fellow, School of Social Work

Janis Williamson
Senior Customer Service Representative, University Health Service

Attachments:

- A: Individuals Who Submitted Comments on PACWI's Draft Recommendations about Postdocs
- B: Checklist for Hiring & Onboarding of Every U-M Postdoctoral Fellow
- C: Distribution of Postdoctoral Positions Across U-M by Gender, 11/1/2011
- D: Research Fellow Minimum Salary Rate memo from George Carignan

**Individuals Who Submitted Comments on
PACWI's Draft Recommendations about Postdocs**
Summer 2011

Lisa Gubaci, Assistant Director, U-M Medical School Office of Graduate and Postdoctoral Programs (UMMS GAP) and Program in Biomedical Sciences (PIBS),
on behalf of herself and ...

- Victor DiRita, UMMS Assoc Dean for Grad and Postdoctoral Studies
- Peter Hitchcock, Director, Office of Postdoctoral Studies
- Lori Isom, Asst Dean, Recruitment & Pre-Candidacy Education, PIBS
- Tiffany Porties, Director of Recruitment, PIBS, and
- Lisa Fletcher, Manager, Office of Postdoctoral Studies.

Steve Forrest, Vice President for Research

David Engelke, Assoc Dean, Academic Programs & Initiatives, Rackham

Abby Stewart, Assoc Dean, Academic Programs & Initiatives, Rackham

George Carignan, Assoc Dean, Research & Graduate Education, College of Engineering;
& Elizabeth Wagner, Associate Dean for Research Project Manager

Linda Turner, Administrative Specialist, Michigan Society of Fellows, Rackham

Megan Ballinger, President, U-M Postdoctoral Association

Other individuals whose comments were requested:

Jeff Frumkin, Assoc Vice Provost for Academic & Faculty Affairs and Senior Director,
Academic Human Resources (Jeff initially offered to submit comments, but later deferred,
saying that to do so would put he and Ron Dick (Assoc Director, Academic HR) "in a situation
of advocacy" with the Postdoctoral Advisory Group, whom they advise.)

Mike Welsh, Medical School & University Faculty Ombuds

Alec Gallimore, Assoc Dean, Research & Graduate Education, College of Engineering

**CHECKLIST FOR HIRING & ONBOARDING
OF EVERY U-M POSTDOCTORAL FELLOW**

	Task	Task Done
1.	<p>Establish Proper Title & Appointment Status: “Postdocs” at U-M are hired with various titles and appointment structures, depending on their funding source and their research, clinical &/or teaching responsibilities. Prior to hiring a postdoc, units should consult Standard Practice Guide 201.19 to determine what is appropriate for your postdoc.</p>	
2.	<p>Set Appropriate Salary Level: Departments are strongly encouraged to follow NIH or comparable salary level guidelines and provide a salary increase each year an appointment is renewed. At a minimum, postdocs should be paid no less than GSAs receive on NIH grants & contracts, per DRDA practice. See:</p> <ul style="list-style-type: none"> *URL for DRDA minimum salary rate memo *URL for NIH salary levels *URL for a commonly used humanities post doc salary recommendation 	
3.	<p>Ensure Mentoring Occurs: Departments should ensure the P.I. or another relevant faculty member works with the postdoc to develop a mentoring/career development plan. This document should be reviewed at least annually by the mentor & postdoc. Although resources aimed at graduate student mentoring can be useful, the mentor should guide the postdoc as if she/he were a junior faculty member. Helpful resources include:</p> <ul style="list-style-type: none"> • National Postdoc Association http://www.nationalpostdoc.org/publications/mentoring-plans • Giving and Getting Career Advice: A Guide for Junior and Senior Faculty. http://www.advance.rackham.umich.edu/career%20advising.pdf • UMMS Office of Postdoctoral Studies’ Resources for Mentors and Administrators http://med.umich.edu/postdoc/administrative/resources.html • Rackham Graduate School Mentoring & Advising Resources http://www.rackham.umich.edu/faculty_staff/information_for_programs/academic_success/mentoring_advising/ 	
4.	<p>Provide Proper Benefits: Some postdocs receive a salary and may be referred to as “employee trainees,” while others may be called “scholar trainees” because they are paid via a fellowship, training grant or other designated University funds. The appointments of scholar trainees are shown as having 0% effort, which sometimes causes confusion regarding their eligibility for benefits.</p> <p>For reasons of consistency and morale, you should provide your postdoc with the following:</p> <ol style="list-style-type: none"> a. Vacation – One month in twelve (22 workdays) or a pro-rated amount for part-time appointments or postdoc appointments between six and twelve months. b. Paid Sick Leave – Up to three weeks for personal sickness, injury or childbirth, or to care for a family member. c. Extended Sick Leave – Most funding sources for postdocs (whether for scholar or employee trainees) offer paid and/or unpaid extended leave for short-term disabilities, including pregnancy and childbirth. Leave can be arranged between the funding agency, the postdoc and the P.I. on the grant or the postdoc’s mentor. Hiring units should consult the relevant fellowship or grant for details on the proper administration of leaves of absence. 	

	<p>d. FMLA Protections – Salaried postdocs (i.e., employees) who have worked at U-M for at least twelve continuous months and meet other eligibility criteria for the Family Medical Leave Act (FMLA) may take up to twelve weeks of unpaid leave to care for themselves or a family member. (Previous employment while a U-M graduate student should be counted when establishing FMLA eligibility.) During the postdoc’s leave, U-M must continue to pay its share of the employee’s health insurance premium and allow him/her to return to the same or a similar position at the end of the leave. See Standard Practice Guide 201.30 Leaves of Absence and the University’s FMLA training tutorial.</p> <p>Postdocs considered “scholar trainees” are very likely to be eligible for similar job and health insurance protections while on extended sick leave. Consult the relevant fellowship or grant for details.</p> <p>e. Comprehensive U-M benefit information about these and other entitlements for postdocs is available at http://www.benefits.umich.edu/benefitgroups/research.html</p>	
5.	<p>Prevent Isolation:</p> <p>a. Add your postdoc to departmental email lists that go to faculty. Review other email lists with your postdoc and add him/her to the lists of his/her choice.</p> <p>b. Introduce your postdoc to any relevant programs or services offered by the department and/or school/college.</p> <p>c. Connect your postdoc with either the Medical School or Rackham’s postdoc offices to learn of enrichment activities designed especially for postdocs and to expand his/her networks beyond the local level. The U-M Postdoc Association is another valuable resource to note.</p> <ul style="list-style-type: none"> • http://med.umich.edu/postdoc/ • http://www.rackham.umich.edu/postdoctoral/ • http://sitemaker.umich.edu/umpda/home 	
6.	<p>Provide Travel Grants:</p> <p>Make funding for travel to conferences available to your postdoc. For travel related to a research grant, adequate funding should be incorporated into the budget by the P.I. For professional development opportunities, the unit and school/college are encouraged to share the expense.</p>	
7.	<p>Ensure Access to Parking:</p> <p>Postdocs with a 50% or greater appointment are eligible to purchase university parking permits under the same conditions and costs as faculty/staff. If your postdoc has a 0% -49% appointment, the department should complete a Parking Request Form available from Parking & Transportation Services. For more details, see: http://pts.umich.edu/permit_parking/eligibility.php</p>	
8.	<p>Inform about Conflict Resolution Resources:</p> <p>Inform your postdoc of the unit’s conflict resolution process should he/she wish to complain of any action or inaction, which the fellow alleges to be in violation of law or University policy or to be unfair, arbitrary, or capricious. (See Attachment A in SPG 201.19 for a sample grievance process if one is not already in place.) Let him/her know that ombuds services are also available to postdocs through any of the following offices:</p> <ul style="list-style-type: none"> • http://www.umich.edu/~facombud/ (Faculty Ombuds) • http://www.umich.edu/~ombuds/index.html (Division of Student Affairs) • http://www.rackham.umich.edu/policies/dispute_resolution/ (Rackham) 	

Attachment C

Distribution of Postdoctoral Positions Across U-M by Gender (11/1/2011)

Appointing Unit	Sex		Grand Total
	Women	Men	
ACAD_ & EDUC_AFFAIRS	4		4
COLLEGE_ENGINEERING	32	162	194
COLLEGE_OF_LS&A	96	178	274
COLLEGE_PHARMACY	8	8	16
CTR_HUMAN_GROWTH	4		4
DBN_COL_ENGINEERING	1	2	3
DEAN_OF_STUDENTS	3	1	4
INST_SOC_RESEARCH	8	4	12
LAW_SCHOOL	1	2	3
LIFE_SCIENCES_INST	17	40	57
MEDICAL_SCHOOL	287	377	664
RACKHAM_GRAD_SCHOOL	3	1	4
SCHOOL_ART_DESIGN	1		1
SCHOOL_BUS_ADMIN	1		1
SCHOOL_DENTISTRY	14	27	41
SCHOOL_EDUCATION	15	1	16
SCHOOL_INFORMATION	1	2	3
SCHOOL_KINESIOLOGY	2	1	3
SCHOOL_MUSIC	1	1	2
SCHOOL_NAT_RES_ENVIR	10	13	23
SCHOOL_NURSING	5		5
SCHOOL_PUB_HEALTH	19	28	47
SCHOOL_PUB_POLICY	5	5	10
SCHOOL_SOCIAL_WORK	3		3
U-M_HOSPITAL		1	1
U-M_TRANS_RES_INST	1	1	2
VICE_PRES_RESEARCH	4		4
Grand Total	546	855	1401

Notes:

1. Source: Human_Capital_Report_all_Research_Fellows_dataset Nov 2011.xls

2. Postdoctoral positions includes the titles of Research Fellow, Senior Research Fellow, Advanced Postgrad Trainee, and Assistant Professor/Postdoc Scholar - Michigan Society of Fellows

3. These counts include individuals with dry (0 fte) appointments

4. Clinical Fellows- IHA, SI Interns and Research Interns are excluded from these counts

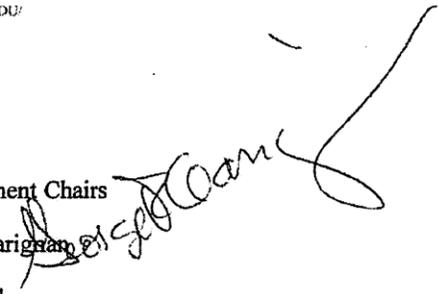
GEORGE CARRIGAN, ASSOCIATE DEAN FOR
RESEARCH AND GRADUATE EDUCATION

UNIVERSITY OF MICHIGAN

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MEMORANDUM

TO: CoE Department Chairs
FROM: George R. Carignan 
DATE: May 19, 2011
SUBJECT: Research Fellow Minimum Salary Rate

Each year we are asked to evaluate the minimum salary rate for Research Fellows to ensure that their typical compensation package is equal to or greater than the compensation package for the typical Graduate Student Research Assistant (GSRA). This requirement stems from the National Institutes of Health policy regulating the relative compensation of GSRA's and Fellows on NIH grants and contracts. Every year Terri Maxwell at the Division of Research Development and Administration (DRDA) asks all the units across camps to make sure the necessary adjustment has been made to the research fellow minimum salary rate.

The minimum salary rate for Research Fellows from October 1, 2011 through September 30, 2012 will increase from \$38,500 to \$40,000.

Please let me know if you have any questions.

GRC/ew

cc: Virginia Wait
Terri Maxwell
Tina Truskowski
Ellen Crissey