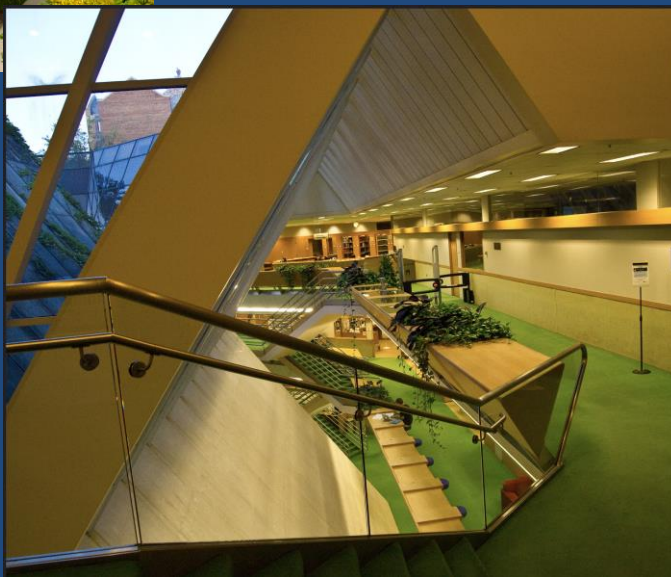




THE VIEW
FROM
BELOW

THE
DEPARTMENT
AS A LOCUS
OF CHANGE



CHEMISTRY
UNIVERSITY OF MICHIGAN



POLICY
SUPPORT
FROM
ABOVE

Faculty Led
ADVANCE
STRIDE
MI Fellows
NextProf

Three Principles for Functional Culture

the members of a department can

(1) agree to agree

(2) abide to agreements in private

(3) declare agreements in public

Research Environment 2019



CHEMISTRY
UNIVERSITY OF MICHIGAN

TTD: 4.7-4.9 yr.

PhD: yield 80-90%

Satisfaction: 4.8/5

15-25% dual mentor
on joint projects

Informed matching:

2 x 4 mo. rotations

8th term “data” mtg.

annual joint report

ombudsperson



significant (50-60%)
ongoing faculty-
directed projects for
instructional
development in the
pre-to-grad
spectrum

“teaching groups”

Institutionalized
professional
development for
the undergrad-to-
PD spectrum

- associate chair
- modest funding
- student support

How do you start this?



Put 2 things on the scale that faculty want:
student support & a recruiting advantage

How to sustain this?



Skip the \$\$ influx: start cheap; stay cheap

Skip evangelism: detractors remain
agnostic

Make it someone's job to
steer/guide/cajole