



MEDICAL FACULTY EMPLOYMENT HANDBOOK

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INTRODUCTION

This handbook is for Medical Faculty employed by Central Michigan University. The information has been designed as a reference document to acquaint Medical Faculty with many of the policies and procedures relating to benefits, compensation, employment practices and programs that impact them as employees of Central Michigan University. This handbook does not constitute a contract. Information related to appointment, reappointment, promotion, and tenure can be found in the CMED Faculty Appointment Manual. Information regarding the organization and governance of the CMU College of Medicine can be found in the CMED Bylaws. Both are accessible by referring to the CMED Faculty Employment and Personnel Considerations section of the Faculty Personnel Services website [here](#).

Any changes to this handbook must be approved by the Provost. The University has agreed to consult with the College of Medicine concerning any proposed change but reserves the right to make changes as the University deems appropriate.

Unless otherwise specified herein, the provisions of this handbook apply only to Medical Faculty employed by CMU. This handbook supersedes and replaces all previous handbooks.

The handbook includes website links to assist the on-line reader in finding additional information on the web by simply clicking on the address in the text.

Every effort has been made to include all pertinent information; however, if you have questions regarding more detailed information on topics covered that are not addressed or suggestions for future revisions, employees should contact their supervisor or CMED Faculty and Staff Affairs (F&SA). In addition, Medical Faculty will find a variety of information of interest to employees on the CMU Faculty Personnel Services website [here](#).

Authorized and approved:

Mary Schutten
Provost, Central Michigan University

DEFINITIONS

Active Status/Active Employee

An employee is considered active when he or she is in a paid status.

Calendar Days

Calendar days include Saturdays and Sundays.

CARE Model/Position Expectations

The CMED employs a specific model to outline service expectations in four domains (clinical, administrative, research, and education), referred to as the CARE model. The CARE model assigned to individual Medical Faculty is reviewed at least annually by the applicable supervising authority in consultation with the Dean or designee and may be adjusted at any time. The CARE model assigned to individual faculty is outlined in her/his most current appointment letter.

Full-time

A full-time appointment is at least forty work hours per week for a minimum duration of six (6) months. Employees will be considered full-time for university contributions toward CMU Choices flexible benefits program if their appointment is at 100 percent.

Interim Appointment

An employee who is temporarily assigned additional or different responsibilities as a result of a vacancy may be given an interim appointment, typically while a search to fill the vacant position is completed in accordance with CMU policies. Interim appointments may be made for up to a maximum of 3 years without conducting a search; however, Faculty Personnel Services and the Provost must approve any interim appointment that extends beyond one (1) year.

Unpaid Time Off

Unpaid time off is time the employee is scheduled to work but does not work. Unpaid time off is unpaid time. Employees may request permission to take unpaid time off only when the employee has exhausted available vacation or sick time (as appropriate). Unpaid time may only be used in 8-hour minimum increments. Managers and supervisors have the authority to grant or deny a request for unpaid time off, in consultation with CMED Faculty and Staff Affairs, taking operational needs into account. For extended periods of unpaid time off, employees should refer to applicable CMU Leave of Absence policies.

Medical Faculty

The Medical Faculty group consists of CMU employees appointed as faculty for the CMU College of Medicine, both on-campus and off-campus. There are four different classifications of medical faculty who may hold a tenured, tenure-track, or non-tenure track position.

Medical Faculty Full Time

Full time medical faculty have a regular work schedule of at least 40 hours per week for a minimum duration of six (6) months and are benefit eligible.

Medical Faculty half time or greater

Half-time or greater employees have a regular work schedule of twenty (20) work hours per week or more for a minimum duration of six (6) months. Half-time Medical Faculty employees are eligible for benefits and receive University contributions toward CMU Choices flexible benefits program, however, benefit contributions are reduced. Employees will fall into this category if their appointment is at least 50 percent and less than 100 percent employment level.

Medical Faculty less than half-time

Generally, employees work a schedule of less than (20) work hours per week, or for a period of less than six months, and are not eligible for benefits.

Medical Faculty – External physician group

Medical Faculty – External physician group will consist of employees whose CMU compensation is subsidized by an external physician group or other partner. Employees in this classification are eligible for retirement contributions and do not participate in the CMU Choices flexible benefit program.

Prorating

Prorating is the method for determining the amount of certain benefits that an eligible half-time employee would receive, such as retirement contribution or leave accruals. This is based on the proportion of the employee's appointment percentage as compared to a full-time appointment.

Salaried

Salaried employees are employed to fulfill the responsibilities of their position regardless of the hours necessary to do so. Salaried employees may have work schedules that fluctuate from week to week. These employees are paid a salary which will be the regular amount paid regardless of the amount of time worked in a work week. Salaried medical faculty employees are exempt from the overtime provisions of the Fair Labor Standards Act and are not eligible for overtime pay or compensatory time worked beyond forty (40) hours in a week.

Termination

Termination is the conclusion of CMU employment (e.g., voluntary resignation, discharge, or retirement).

Workday

A workday is any day of the week that is a scheduled working day for the employee.

Work Week

The work week is normally five working days in a week. The workdays need not be consecutive.

ORIENTATION AND ONBOARDING

Every new employee, regardless of previous training or experience, needs to be introduced to the work environment and the performance of specific tasks. Orientation programs are intended to help new employees get off to a good start by establishing a sense of belonging and cooperation, creating favorable attitudes, supplying necessary information that will answer employees' questions, and removing fears or uncertainties which may be barriers to effective job learning and performance.

CMED Faculty and Staff Affairs, in conjunction with other University Offices (Faculty Personnel Services, Benefits and Wellness/HR, etc.) and the direct supervisor, are responsible for the initial onboarding of all Medical Faculty. This process begins with academic credentialing, criminal history background screening(s), and provider enrollment (if applicable) following job offer acceptance. All offers of employment are contingent upon satisfactory completion of all pre-employment processes. The onboarding process also includes coordinating resources in anticipation of her/his arrival, coordinating the first day of employment, and ensuring invitation to formal campus orientation sessions (e.g. Benefits and Retirement Orientation, New Hire Orientation, New Faculty Orientation, Environmental Health and Safety Orientation) as applicable to the Medical Faculty member's role.

EMPLOYEE IDENTIFICATION CARD

CMED's Professional Presentation policy ([here](#)) requires that clinical employees must wear their identification badges above the waist at all times while on the job, with the picture and name forward so that it is clearly and immediately visible to patients, visitors and other staff. Should a badge be lost or misplaced, a temporary replacement is required. The Campus ID card is the official identification card for CMU students, faculty, and staff and is required for many University services (library, SAC, etc.). The card can be utilized as an ATM debit card by linking it to an Independent Bank checking account. For more information, refer [here](#).

PAY

MEDICAL FACULTY SALARY PROGRAM

The CMU Medical Faculty Salary Program sets forth expectations in categories of activity across the CMED and methods of compensation for various activities. Medical Faculty may refer to the [CMU Medical Faculty Salary Program](#) for additional information.

ELECTRONIC PAY OPTIONS

Central Michigan University strives to be environmentally friendly. As part of this effort all employees are paid electronically. Employees are asked to select between one of the following methods of payment:

- Direct Deposit: Pay is deposited into checking or savings account(s) anywhere in the United States, or
- CMU Pay Card: Pay is deposited to a MasterCard debit card that can be used anywhere MasterCard is accepted.

Failure to select a payment method will result in the employee being defaulted to the CMU Pay Card. For more information, click [here](#).

PAYROLL PROCESS

Medical Faculty, like all salaried employees at CMU, are paid on a semi-monthly payroll cycle. Medical Faculty are paid on the fifteenth of the month for the first through the fifteenth and on the last day of the month for the remainder of the month. If these dates fall on a weekend or holiday, the pay date will be the weekday before. CMU reserves the right to modify pay cycles as it deems appropriate. Pay schedules for salaried staff and faculty for the current fiscal year are available [here](#).

PAY TRANSPARENCY

The CMED will not discharge or in any other manner discriminate against faculty or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant. However, faculty who have access to the compensation information of other employees, faculty or applicants as a part of their essential job functions cannot disclose the pay of other employees, faculty or applicants to individuals who do not otherwise have access to compensation information, unless the disclosure is (a) in response to a formal complaint or charge, (b) in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or (c) consistent with the contractor's legal duty to furnish information.

BENEFITS

The benefit packages for Medical Faculty are reviewed annually. The primary responsibility for determining the benefit package for Medical Faculty is held by the President. To view a summary of benefits for Medical Faculty refer to the Benefits-In-Brief link [here](#).

CMU CHOICES – THE CENTRAL MICHIGAN UNIVERSITY FLEXIBLE BENEFITS PLAN

Medical Faculty whose appointment is half-time or greater are eligible to participate in CMU Choices, CMU's flexible benefit program. In CMU Choices, each employee will have the opportunity upon hire to select from available plans. Additional information on CMU Choices can be found [here](#).

CMU reserves the right to modify the CMU Choices program at its discretion.

An annual open enrollment period will be held each spring (typically May) to allow employees to change their selections.

Employees may make changes in the level of coverage during the year only if an employee experiences a qualifying status change event, such as a family status change due to birth, death, marriage, adoption, etc. These changes must be made in Benefits and Wellness/HR within thirty calendar days of the event by completing a form and must be consistent with the qualifying status change.

The flexible benefit program is governed by Section 125 IRS regulation. Status changes must be made on a prospective basis except for those relating to birth, adoption or placement for adoption. For more information on making a status change, contact Benefits and Wellness at 774-3661 or visit their website [here](#).

Newly hired Medical Faculty (half-time or greater) are eligible for medical, prescription drug coverage, dental, vision, life insurance, long-term and short-term disability, and flexible spending accounts, immediately upon date of hire. Dependent life insurance is also available on a post-tax basis. All benefits terminate on the last day of employment. For additional information on CMU Choices and the rules governing the program, click [here](#).

BENEFITS FOR MEDICAL FACULTY - EXTERNAL

Medical Faculty whose compensation is subsidized by an external physician or other group partner are eligible to receive the basic 403(b) Retirement or MPSERS (if eligible) and may participate in the 403(b) Supplemental Tax Deferral Plan & 457(b) Public Deferred Compensation Plans.

Newly hired Medical Faculty - external physician group partner employees are fully vested in the benefit. For additional information about this benefit, click [here](#).

BENEFITS FOR MEDICAL FACULTY – LESS THAN HALF TIME

For additional information about these benefits, [click here](#).

CONTINUATION OF INSURANCE COVERAGE - COBRA

Employees and their covered dependents and/or Other Eligible Individuals (OEI) have the right to continue coverage in which they are enrolled under the medical, prescription drug, dental, and vision plans beyond the time the coverage would normally end, under certain circumstances. This right is referred to as COBRA Continuation Coverage. For more information, click [here](#).

PROFESSIONAL DEVELOPMENT

Eligible Medical Faculty are provided professional development funding up to \$3,000 per year, prorated for FTE and initial hire date, to participate in professional development activities as approved by the applicable supervisor and consistent with University policies. Medical Faculty are expected to follow applicable CMED procedures for requesting attendance at and funds for professional development [here](#).

Participation in CME activities is also a requirement to maintain applicable licensure within the state of Michigan for practicing physicians. For more information explaining the State of Michigan CE requirements for all health service providers click [here](#).

DISCOUNTS AND SERVICES

CMU employees may be eligible for a variety of discounts and services. Please click [here](#) for additional information.

MOVING EXPENSES

Reimbursement of moving expenses may be offered to employees in initial letters of appointment. Under IRS guidelines, all reimbursed expenses are taxable. Information about the reimbursement of moving expenses is shared with new hire contract letters.

OTHER ELIGIBLE INDIVIDUAL

CMU offers certain benefits to individuals enrolled as an "Other Eligible Individual" (OEI) to eligible employees. The OEI's IRS dependent children are also eligible for coverage provided they meet the criteria that apply to a dependent child. All benefits provided to an OEI or their dependent children are taxable to the employee. For more information regarding the Other

Eligible Individual benefit, click [here](#).

RETIREMENT PLANS

Full-time salaried employees hired before January 1, 1996 were allowed to choose between the Michigan Public School's Retirement System (MPERS) and the 403(b) Basic Retirement Plan. All new benefit eligible employees, hired after January 1, 1996, are required to be enrolled in the 403(b) Basic Retirement Plan unless they were previously in MPERS at one of the following state institutions: Central Michigan, Eastern Michigan, Ferris State, Lake Superior State, Michigan Technological, Western Michigan or Northern Michigan or unless they had previously made an irrevocable choice while working at CMU.

The MPERS plan is governed by state statute, and the conditions and provisions for this plan are subject to change by the State. The MPERS plan is a defined benefit plan that requires ten years of service in order to fully vest the right to qualify for retirement benefits (see link [here](#)).

The 403(b) Basic Retirement Plan is a defined contribution plan with immediate vesting. CMU contributes ten percent of annual salary for salaried employees. IRS Section 401(a)(17) limits the amount of an employee's compensation that may be recognized for providing retirement contributions based on a percent of salary. Calendar year compensation limits are indexed each year. Accordingly, CMU contributions are capped once an employee reaches the compensation limit during the calendar year. The 403(b) Basic Retirement Plan requires no contribution by the employee. Employees may choose any of the options made available by the program vendor(s) which are permitted under Michigan law and which are approved by CMU.

Under certain circumstances, new hires previously in MPERS and current part-time employees with tier status changes to full-time may be eligible to make a one-time, irrevocable choice between MPERS and the 403(b) Basic Retirement Plan. If an election is not made within ninety calendar days of the effective date of employment or change in full-time/part-time status, the employee is considered to have retained her/his enrollment in MPERS.

Medical Faculty – External physician group partner qualify for the 403(b) Basic Retirement Plan or MPERS, as designated above.

SPACE AND SUPPORT SERVICES

The CMED is committed to providing space and support services, which will enable the success of Medical Faculty. All academic space of the University is controlled by the Provost and is provided to the Colleges. CMED's ongoing use of space is subject to the policies and procedures of the University. Additionally, from time to time, especially when the employee is absent, the supervisor or another employee may need to access information in the work area (e.g., desk, file, computer files, email). Employees should not expect information in their work

areas to be unconditionally private.

Medical Faculty will be provided with office space, including appropriate equipment and administrative services to support their position in the CMED. Faculty will also be provided with access to appropriate clinical, administrative, and research space (as applicable to their role). Initial clinical/administrative/research/educational space assignments are outlined in the initial appointment letter and future requirements for additional space or equipment are to be determined in consultation with the Dean or designee.

TAX DEFERRED INVESTMENT OPPORTUNITIES

Eligible employees are able to participate in a variety of tax deferred investment options. Under this program, an employee may elect to tax defer a portion of the employee's current base salary for retirement purposes and invest in various funds. The program is offered through different vendors and is available to eligible employees regardless of retirement program. Eligible employees may initiate this program at any time during the year, and the enrollment becomes effective when the completed forms are received by Benefits and Wellness/HR. For more information, click [here](#).

TRAVEL ACCIDENT INSURANCE

Medical Faculty are covered under the University's travel accident insurance plan for accidents that occur while traveling on CMU business. If such an accident should result in the employee's death, the employee's beneficiary (as designated on the employee's CMU group life insurance plan) would receive five hundred thousand dollars from this insurance coverage. Benefits also are payable for total disability or dismemberment resulting from a business travel related accident. Because of exclusions on this policy, University employees are not to use aircraft that they or any other employees own for University business travel.

TUITION BENEFIT

This program is intended to provide eligible employees and, in some cases, their spouses, other eligible individuals and dependent child(ren), with the opportunity of furthering their educational/career development or pursuing vocational interests by making undergraduate and graduate courses available at a reduced cost. For the current administrative policy governing the tuition program, click [here](#).

PAID TIME OFF AND LEAVES OF ABSENCES

COURT REQUIRED SERVICE

Employees who serve on jury duty or as a subpoenaed witness during the regular work time (and are not a party to the action or a witness against the University) will be paid regular pay for the time during scheduled working hours. Employees are allowed to keep reimbursement for meals and mileage. Employees are expected to report for regular University duty when temporarily excused from attendance at court. Employees need to contact the Payroll Office for instructions.

FAMILY & MEDICAL LEAVE

Employees with a qualifying medical reason or exigency are eligible for a family and medical leave (FML) if they have been employed by CMU for at least twelve months and have worked at least one thousand, two hundred and fifty hours (1,250) during the twelve month period immediately preceding the date on which the leave commences. CMU FMLA certification forms should be used to document a serious health condition for an employee or family member or other FMLA qualifying reason. These forms can be found on the Faculty Personnel Services website [here](#).

All employees are expected to report FML. Salaried employees can charge sick or vacation time in one-half day increments concurrently with FML.

Employees may elect to leave up to forty hours of vacation time banked prior to taking unpaid FML.

See the current standard practice guide governing family medical leave [here](#).

FUNERAL LEAVE

Funeral leave with pay is granted for full-time Medical Faculty for up to three days per occurrence in the case of death of a spouse, child, stepchild, foster child, daughter-in-law, son-in-law, parent, stepparent, foster parent, parent-in-law, brother, sister, brother-in-law, sister-in-law, grandparent, spouse's grandparent, grandchild, other eligible individuals or relatives living in the same household. One day of funeral leave may be used by employees in the event of death of an aunt, uncle, niece, or nephew of the employee. This time is charged as funeral leave, and is paid time off.

HOLIDAYS

LEGAL HOLIDAYS:

Independence Day, Labor Day, Thanksgiving Day, Christmas Day, New Year's Day and Memorial Day shall be paid legal holidays. A current schedule of legal and additional holidays can be viewed at the link [here](#).

ADDITIONAL HOLIDAYS:

CMU also recognizes six additional days as paid additional holidays. These days are the Friday after Thanksgiving, the four working days between Christmas and New Year's Day and an additional floating holiday, which will typically be observed on Christmas Eve. Additional paid holidays dates may be changed at the discretion of the University.

An employee who is scheduled to work on any legal or additional holiday and who does not work and is not excused from work shall not receive holiday pay for the day.

Medical Faculty who are required to work on a legal or additional holiday will be paid their regular salary and will receive equivalent time off during the calendar year at a time agreeable to both the employee and employee's supervisor. Part-time Medical Faculty are paid for the legal or additional holiday as though they were working, providing they are scheduled to work on that day. If the holiday is observed on a scheduled day off in the employee's workweek, the employee will receive an additional day off at a time arranged with the supervisor.

MEDICAL LEAVES OF ABSENCE

SICK LEAVE ACCRUAL

Medical Faculty with a 100% appointment shall accrue thirteen sick days per calendar year. Medical Faculty employees that are benefit eligible and work less than full-time shall accumulate sick leave that is prorated, based on their FTE.

Employees must use sick leave days to cover absences due to employee illness, injury or doctor's appointment during any period in which the employee is scheduled to be on payroll. Sick leave days may also be used for illness of immediate family members. Immediate family members will be defined the same as under CMU's Family Medical Leave policy, e.g. spouse, children, parents and other eligible individuals.

Sick leave may be accrued up to 1,040 hours. Sick leave is accrued during times when an employee is in a paid status and may not be used in units less than one-half day. There is no cash payout of accrued sick leave upon termination.

Employees utilizing accrued sick leave benefits may be required to submit medical certification of their illness or injury. Accrued sick leave benefits must be used/exhausted prior to the employee's vacation bank being used.

Whenever an individual is eligible for benefits under the long-term disability program, the provisions of that program supersede this sick leave program. See the link [here](#).

MEDICAL LEAVE

If leave qualifies under FMLA, CMU will comply with requirements outlined in FML Policy. See link [here](#). FMLA Medical Leaves, in conjunction with CMED Faculty and Staff Affairs, are administered by CMU Faculty Personnel Services.

Employees are required to exhaust all sick and vacation time prior to taking any unpaid medical leave (except as otherwise allowed, as outlined in CMU policy).

Following the exhaustion of FML eligibility, or for medical leaves that do not qualify for FML, an employee may request a medical leave of absence. The request is to be submitted to the Discipline Chair and requires the approval of the Discipline Chair, the Dean (or designee) and Faculty and Staff Affairs.

The employee requesting a medical leave must provide medical certification. Before an employee returns from such leave, he/she must provide Faculty and Staff Affairs with a health care provider's statement attesting to the employee's fitness for work.

Medical leave will normally be approved for a period not to exceed six months (including time covered under FML). Upon the faculty member's ability to return following their approved medical leave, he/she will be entitled to return to her/his position (classification, rank, appointment type and, compensation). In unusual circumstances, the Discipline Chair (in agreement with the Dean or designee and CMED Faculty and Staff Affairs) may approve an extension of medical leave greater than six months. Except as required under federal statute, reinstatement from a medical leave of more than six months is at the discretion of the University, is dependent upon positions available at the time, and may not be to the same level (classification, rank, appointment type, compensation) as the employee's former position. An employee may be eligible for long-term disability for medical illnesses extending beyond six months. Employees are encouraged to contact Benefits and Wellness/HR to obtain additional information.

If approved for a leave without pay, employees can make arrangements to continue the medical, prescription drug, dental and/or life insurance coverage that they were enrolled in at the time the leave was exhausted. The employee must contact Benefits and Wellness/HR to arrange for payments or obtain additional information. To avoid cancellation of benefits, payment must be made within 30 days of the start of the unpaid leave of absence.

SERIOUS AND CATASTROPHIC LEAVE

Medical Faculty may request additional paid time from the serious and catastrophic leave (SCL) bank when they have a catastrophic illness and have exhausted their individual sick leave accrual and vacation balance. The parameters and process for this program are outlined in the SCL policy [here](#).

MILITARY LEAVE

SHORT TOUR OF DUTY

Upon request and presentation of appropriate military orders, an employee shall be granted a military leave of absence to engage in a temporary tour of duty with the National Guard or any recognized branch of military service not to exceed fifteen days in any calendar year.

Arrangements for such leaves are to be made with the employee's immediate supervisor well in advance of the actual tour of duty, when possible. The employee must submit a copy of her/his military orders.

CMU will pay the difference between the employee's military pay and regular pay if the military pay is less. The computation of this difference will be gross CMU pay for the authorized period of time, less all military pay and allowances for that period.

EXTENDED MILITARY SERVICE

Any employee who performs service on active duty in excess of fifteen (15) days in the uniformed services of the United States of America shall be granted a military leave of absence without pay. The terms under which this leave is granted and the conditions governing reinstatement after discharge shall be in accordance with applicable state and federal laws and regulations. See link [here](#).

The employee will be required to submit a copy of her/his military orders.

OTHER LEAVES OF ABSENCES

Non-medical leaves of absences are applicable to those leaves that are not related to a medical condition covered under FMLA. Non-medical leaves of absences are granted at the discretion of CMED and will be considered in view of their urgency and the overall effect the absence will have on the department's operations.

Medical Faculty must request a non-medical leave of absence by submitting a written request to the applicable Discipline Chair for consideration. The Discipline Chair will forward a copy of this request to CMED Faculty and Staff Affairs for consultation.

Leave requests may be denied if (including, but not limited to) the employee has not been continuously employed for one or more years, operational needs will be substantially impacted, the employee has received disciplinary actions within the preceding twelve (12) months, and/or if the employee has missed significant time from work.

In conjunction with Faculty Personnel Services and/or the Provost, leave of absences require the approval of the employee's Discipline Chair, Faculty and Staff Affairs, and the Dean, or designee.

All approved non-medical leaves of absence will begin on the first day missed, regardless of when the employee applied for the leave. Non-medical leave of absence requests must contain a start date and an estimated return to work date. Extensions of a leave must be in writing and submitted by the employee to her/his Discipline Chair. All extensions of leaves will be considered in view of their cause, urgency, and the overall effect the absence will have on the department's operations.

TYPES OF LEAVES OF ABSENCE

1. Extended Funeral Leave: Beyond the benefit provided in the Funeral Leave section of this handbook, an extension for up to thirty (30) calendar days for the death of a spouse or child may be granted. Employees may elect to use vacation time to meet their scheduled hours during this time period, however, it is not required (employee may choose to take the time away as unpaid). This leave shall commence immediately following the paid funeral leave.
2. Personal Leave: Employees may request a leave for personal reasons which are not covered by other leaves as defined in this handbook. Approved leaves will normally be for a period not to exceed thirty (30) days. As employees are expected to use all applicable paid vacation time to tend to personal issues, personal leaves are very rare.

VACATION

Full-time Medical Faculty will accrue one and two-thirds days of vacation allowance per month for a maximum of twenty (20) days per calendar year. Maximum accrual is limited to thirty-seven and one-half days (300 hours). Medical Faculty are able to use their vacation throughout the year, during times that are mutually agreeable to CMED and the faculty member. Medical faculty that are employed at least half-time but less than full time will accrue prorated vacation time in proportion to the relationship of their appointment to a 100% position.

To view the College of Medicine's policy on requesting time off, [click here](#).

If a holiday falls within an employee's vacation, the employee will be paid holiday pay for that day. Employees may not use vacation time in units of less than one-half day. Absences of four or more hours in a regular workday should be charged to vacation time.

Medical Faculty who terminate employment at Central Michigan University shall receive payment for accrued and unused vacation time accumulated as of their day of separation, up to a maximum of 160 hours. Vacation cannot be used to extend the date of termination.

POLICIES

AFFIRMATIVE ACTION

CMU, an Affirmative Action/Equal Employment Opportunity institution, strongly and actively strives to increase diversity and provide equal opportunity within its community. CMU encourages diversity and provides equal opportunity in education, employment, all of its programs, and the use of its facilities. CMU is committed to protecting the constitutional and statutory civil rights of persons connected with the university.

CMU prohibits unlawful acts of discrimination and harassment of persons on the basis of age, color, disability, gender, gender identity, gender expression, genetic information, familial status, height, marital status, national origin, political persuasion, race, religion, sex, sexual orientation, veteran status or weight by members of the university community in employment, education, housing, public accommodations, public services, and telecommunications. In addition, retaliation for the participation in a protected activity is also expressly prohibited under CMU's policies. The Office of Civil Rights and Institutional Equity (OCRIE) receives and resolves complaints of discrimination and harassment from students, employees and others.

OCRIE also coordinates and monitors CMU's AA/EO efforts and programs to ensure compliance with federal & state statutes, supervises the maintenance of related reports and records, provides and develops related educational programs and materials, offers guidance and advice to all community members on the University's nondiscrimination and affirmative action policies and procedures, and assists departments with recruitment and retention activities.

For additional information and access to resources regarding CMU's commitment, click [here](#).

ANNUAL PERFORMANCE AND ACADEMIC REVIEW

All Medical Faculty participate in an annual performance and academic review process. The performance of Medical Faculty will be reviewed, and goals will be set in the areas outlined in the CARE model. Additional information regarding the Performance and Academic Review

process can be found in the CMED Faculty Appointment Manual, [here](#).

CLOSING OF CAMPUS BUILDINGS, CANCELLATION OF CLASSES

Under certain emergency conditions, including weather related conditions, it may become necessary to close the University or specific buildings, cancel classes and special events and/or curtail services at Central Michigan University. For up-to-date information on closure status, call the CMU Information Line at 989-774-7500. For more information regarding procedures for University closure, see link [here](#). In addition, CMU offers an emergency notification system, “Central Alert” to provide information to users by phone, email, or text messaging. You will automatically be registered in the system upon hire. If you don’t wish to receive emergency notifications, you may unsubscribe. For more information about Central Alert, see link [here](#).

CMED on-campus operations (clinical and non-clinical) will be opened/closed at the discretion of the University. For purposes of clarity, “on-campus” operations consist of the following buildings; CMED, CMED Research, CMED South, University Health Services, and Primary and Specialty Services Clinic. If it is determined that conditions warrant action regarding the status of operations of CMED’s off-campus operations, CMED employees should follow the procedures outlined in the CMED Inclement Weather/Closure policy, found on the CMED intranet ([here](#)). All campus closures and emergencies are reported through the Central Alert system: <https://www.cmich.edu/about/emergency/Pages/central-alert.aspx>.

CITIZENSHIP / CODE OF CONDUCT/EMPLOYEE EXPECTATIONS

CMED expects faculty to give their primary commitment to their faculty responsibilities during the time of their faculty appointment. In addition to the specific responsibilities noted in a faculty member’s appointment letter, there are expectations of institutional citizenship for all faculty members.

CMED defines “institutional citizenship” as any contribution of time and effort to the larger organization which helps meet the mission of excellence in patient care, education, research or service.

Faculty working within the CMU College of Medicine demonstrate their institutional citizenship through their commitment of time and effort to the organization. Examples of that commitment include, but are not limited to, the following:

- Attending and actively participating in CMED/CMU faculty meetings and functions
- Participating in faculty development events focused on teaching, research, diversity and/or career advancement
- Teaching/Precepting medical students and residents

- Demonstrating the CMED values of integrity, respect, empathy, inclusiveness, social responsibility, excellence and innovation
- Serving as a member on CMU or CMED committees, task forces or initiatives

To understand the obligations as a faculty member within the CMED, please review information contained in the CMED Faculty Appointment Manual and CMED Bylaws ([here](#)).

Additionally, CMED expects all members of the College to be outstanding role models for students, residents, faculty, staff and excellent colleagues to their peers. To further support this expectation, CMED maintains a Code of Conduct, which can be located on the CMED Intranet ([here](#)).

COMPLIANCE AND MANDATORY EDUCATION

All CMU Medical Faculty are required to comply with CMU policies and procedures, and applicable federal and state law. In addition, there may be mandatory education that Medical Faculty will be expected to participate in from time-to-time and such participation is a condition of her/his ongoing employment with CMU.

DISCIPLINARY OUTCOMES INVOLVING FACULTY

A faculty member with an appointment in the College of Medicine may be subject to disciplinary action, up to and including dismissal, without advanced notice, where suitable, and may originate within the College or other university offices as appropriate. Dismissal (for cause) of a faculty member and termination of his or her employment may be based on misconduct including but not limited to:

- Demonstrable professional incompetence including certain instances of professional malpractice
- Neglect of duty
- Insubordination
- Conviction or a plea of no contest to a felony
- Conviction or plea of no contest to any criminal offense involving moral turpitude
- A violation of any University policy
- Research misconduct
- Learner mistreatment
- Other conduct, which falls below the minimum standards of performance, professionalism or expectations or generally accepted ethics of the profession.

Medical Faculty will not be subject to discipline except for cause and will be carried out in accordance with the procedures set forth below.

PROCEDURES FOR DISCIPLINARY OUTCOMES:

The procedures outlined below presume a progressive course of action. However, for actions of an egregious nature, immediate termination may be appropriate. The University specifically reserves the right to engage disciplinary action, when necessary, at a level it believes appropriate to the circumstances warranting discipline.

REVIEW/REMEDATION:

The Discipline Chair, working with the Assistant Dean/Faculty and Staff Affairs and in consultation with Faculty Personnel Services, may issue disciplinary action when a faculty member is not meeting performance or behavior standards or engaging in misconduct. The Discipline Chair, the Assistant Dean/Faculty and Staff Affairs, and a representative from Faculty Personnel Services will meet with the faculty member¹ and will discuss/present documentation that contains the following, at a minimum:

1. The events leading to the Chair's issuance of disciplinary action;
2. A summary of all relevant communications between the Chair and the faculty member related to the matters giving rise to the issuance of disciplinary action;
3. A notice indicating any conclusions drawn by the University related to allegation(s) of misconduct; the University's/CMED's expectations for future conduct; and notice that failure to correct actions discussed may result in employment action, up to and including employment termination. In cases involving immediate separation of a faculty member, notice of corrective action is not required.

SANCTIONS:

When a faculty member's dismissal is contemplated, the applicable Discipline Chair shall provide written notification to the Dean of the College of Medicine and Faculty Personnel Services.

- o Immediate employment termination should only be considered for actions by the faculty member that present a clear and present risk to the health, safety, or welfare of CMU employees, students, patients, or when in the judgment of the University, circumstances warrant the faculty member's removal. Immediate employment termination requires express permission of the Provost or her/his designee.

¹ The faculty member may include an employed faculty member's colleague, i.e., another member of the College of Medicine faculty, in attendance at meetings related to the contemplated action. This colleague may attend as support, but may not otherwise participate in the meeting (i.e. cannot ask questions).

- All written notifications as referenced above shall be provided as an attachment to the recommendation to terminate.
- Except in the case of immediate termination of employment a copy of the written notification shall also be provided to the faculty member and will include the anticipated effective date of employment termination.
- Other than in those cases related to the immediate termination of a faculty member, the faculty member will have the opportunity (but not the obligation) to present a written response to the Dean within 10 business days of the date of the notification.
- The Dean of the College of Medicine, working with the Assistant Dean/Faculty and Staff Affairs and Faculty Personnel Services, upon receipt of the recommendation of the Discipline Chair and the response of the faculty member (if any), may recommend any employment action deemed appropriate by the University. Any employment decision made by the Dean, less than termination of employment, is final. In the event the Dean makes a recommendation to terminate a faculty member's employment, the recommendation will be forwarded to the Provost, who will make the final determination.

APPEAL:

Once a final written determination has been made and communicated to the faculty members, a faculty member shall have the right to request an appeal of the recommendation of the Dean to the Provost. The faculty member's appeal shall be in writing and due to the Provost within 7 calendar days after the effective date of termination. An appeal may only be predicated upon the discovery of new information or evidence that would have a material bearing on the final determination or upon discovery that the investigation or investigator was personally biased.

FINAL DETERMINATION:

Once the Provost has received the appeal of the faculty member, the Provost may, at her/his discretion, review the appeal and render a written final decision, which, if issued is not subject to further appeal.

INTELLECTUAL PROPERTY RIGHTS

CMU is committed to providing, "an atmosphere conducive to scholarship, research, and creative activity. Students, faculty, and staff are encouraged to engage in the scholarly pursuit of knowledge, artistic production, and applied research..." Although not the original intent, the results of such pursuits on the part of students, faculty, and staff may lead to the development of intellectual property that may be patented, copyrighted, trademarked or otherwise have commercial value. CMU maintains an intellectual property rights policy to inform all

employees and students of CMU of their rights and responsibilities whenever the results of their research or creative endeavors are patentable, copyrightable, subject to trademark or are otherwise commercially marketable. For additional guidance on this policy and to access this policy, click [here](#).

LICENSURE, MEDICAL STAFF PRIVILEGES, CREDENTIALING

Medical Faculty whose employment includes a clinical practice component, are required to obtain and maintain in good standing medical staff membership and clinical privileges with applicable entities at the discretion and direction of the CMED, which may be modified from time-to-time, as a condition of her/his continuing employment.

Medical staff members of our partner hospitals are required to review and comply with medical staff bylaws, policies, and procedures, and to participate in peer review, patient safety and quality improvement activities, including ongoing focused professional practice evaluation.

Regulatory agency adverse action in licensure or medical staff privileging adverse action taken by a partner hospital must be reported immediately to the Dean or designee. Depending on the outcome of the adverse action, such action may result in an impairment of a faculty member's ability to provide clinical, educational, or research services to the CMED. Such action will result in an investigation by the Dean, or, Faculty & Staff Affairs in conjunction with Faculty Personnel Services, and may result in termination of employment.

Should a Medical Faculty member ever be under investigation by any regulatory agency (e.g., the State of Michigan Department of Licensing and Regulatory Affairs), he/she must immediately inform the Dean or designee of the CMED and Faculty Personnel Services of the agency involved, the basis of the complaint, and the final resolution or outcome.

OUTSIDE ACTIVITIES AND CONFLICT OF INTEREST

CMED recognizes the value of its faculty participating in intellectual activities and relationships outside of the obligations of clinical activity, research, education and scholarly activities at CMU CMED. However, each faculty member is required to ensure that outside interests are not in conflict with any/all interests of the University, the CMED and applicable state and federal laws. All outside activities, whether for another CMU department or for an external entity, must be approved in advance by the Dean or designee in accordance with the University Conflict of Interest policy, and any conflict of interest or commitment issues identified and adequately managed prior to the activity being performed. Medical Faculty who have made, or intend to make, any commitments to engage in other services or obligations for any other CMU department, or for a college or university other than CMU, during the time of employment with

CMU CMED must receive approval from the Dean prior to signing their appointment letter.

For applicable CMU procedures related to Conflict of Interest, click [here](#).

For information related to CMED's policies on Outside Activity and Conflict of Interest, refer to the CMED Policy page ([here](#)) for updates.

OUTSIDE CLINICAL PRACTICE

Clinical activities outside of the CMED present issues that require special attention because they compete most directly with the mission of the CMED. As such, Medical Faculty may not participate in clinical activity through another organization without authorization from the Dean. For additional information related to CMED's policy on Outside Clinical Practice, click [here](#).

PERSONNEL FILES

Faculty members who wish to review her/his personnel file must make an appointment with Faculty Personnel Services (989-774-3368).

Employees will be provided a copy of any official disciplinary action or formal evaluation report to be included in personnel files. An employee may submit a written response to any report or statement in her/his personnel record by sending the statement to the Director of Faculty Employee Relations. This response will be included in the personnel record, and a copy will be given to the immediate supervisor.

Some personnel records must be disclosed under certain laws and in compliance with subpoenas. The University attempts to notify employees whenever records from their personnel files have been requested or subpoenaed.

TEACHER LEARNER COMPACT

CMED POLICY ON STANDARDS OF CONDUCT FOR THE TEACHER-LEARNER RELATIONSHIP

Statement of Philosophy: The CMED is committed to creating an environment that promotes academic and professional success in students and teachers at all levels. This success is dependent on an environment free of behaviors that undermine the important missions of our institution. An atmosphere of mutual respect, collegiality, fairness, and trust is essential. Although both teachers and students bear significant responsibility in creating and maintaining this atmosphere, teachers bear particular responsibility for modeling appropriate professional behaviors. Teachers must be mindful of this responsibility in their interactions with their

colleagues, their patients, and those whose education has been entrusted to them. The expectations of the conduct of students and faculty regarding the teacher-learner relationship fall under the responsibilities regarding professionalism that are outlined in this manual, as well as the CMED student handbook, and include a requirement that all students and faculty abide by the policies set forth in the AAMC's Teacher-Learner Compact.

Responsibilities in the Teacher/Learner Relationship

The CMED will follow the guidelines of the AAMC Teacher-Learners Compact; see <https://www.aamc.org/initiatives/residentcompact>. The language has been adapted for use with both medical students and residents, who are designated as 'learners' and 'physicians-in-training.' Features of the program include the following:

Commitments of Faculty – CMED Faculty will:

- Maintain the highest standards of care, respect the needs and expectations of patients, and embrace the contributions of all members of the health care team as role models for learners;
- Use the utmost effort to ensure that all components of the educational program for physicians-in-training are of high quality, including individual faculty contributions as teachers;
- Fulfill the responsibility to nurture both the intellectual and the personal development of learners, committing to foster academic excellence, exemplary professionalism, cultural sensitivity, and demonstrate a commitment to maintaining competence through life-long learning;
- Demonstrate respect for all learners as individuals, without regard to gender, race, national origin, religion, disability or sexual orientation; and will cultivate a culture of tolerance among the entire staff;
- Ensure physicians-in-training have opportunities to participate in patient-care activities of sufficient variety and with sufficient frequency to achieve the competencies required by their chosen discipline. Faculty of the CMED will ensure that learners are not assigned excessive clinical responsibilities and are not overburdened with services of little or no educational value;
- Provide physicians-in-training with opportunities to exercise graded, progressive responsibility for the care of patients, so students learn how to practice their specialty and recognize when, and under what circumstances, to seek assistance from colleagues and prepare physicians-in-training to function effectively as members of health care teams;

- Ensure learners receive appropriate supervision for all of the care they provide during their training;
- Evaluate each learner's performance on a regular basis, provide appropriate verbal and written feedback, and document achievement of the competencies required to meet all educational objectives;
- Ensure learners have opportunities to partake in required conferences, seminars and other non-patient care learning experiences and that they have sufficient time to pursue the independent, self-directed learning essential for acquiring the knowledge, skills, attitudes, and behaviors required for practice; and
- Nurture and support residents in their role as teachers of residents and medical students.

Commitments of Learners – CMED Learners will:

- Acknowledge our fundamental obligation as physicians—to place our patients' welfare uppermost; quality health care and patient safety will always be our prime objectives;
- Pledge our utmost effort to acquire the knowledge, clinical skills, attitudes and behaviors required to fulfill all objectives of the educational program and to achieve the competencies deemed appropriate for our chosen discipline;
- Embrace the professional values of honesty, compassion, integrity, and dependability;
- Adhere to the highest standards of the medical profession and pledge to conduct ourselves accordingly in all interactions. We will demonstrate respect for all patients and members of the health care team without regard to gender, race, national origin, religion, economic status, disability or sexual orientation;
- Understand the need for faculty to supervise all our interactions with patients and, as physicians-in-training, learn most from being involved in the direct care of patients and from the guidance of faculty and other members of the health care team;
- Accept our obligation to secure direct assistance from faculty or appropriately experienced residents whenever we are confronted with high-risk situations or with clinical decisions that exceed our confidence or skill to handle alone;
- Welcome candid and constructive feedback from faculty and all others who observe our performance, recognizing that objective assessments are indispensable guides to improving our skills as physicians;
- Provide candid and constructive feedback on the performance of our fellow residents, of students, and of faculty, recognizing our life-long obligation as physicians to participate in peer evaluation and quality improvement;
- Recognize the rapid pace of change in medical knowledge and the consequent need to prepare ourselves to maintain our expertise and competency throughout our professional lifetimes; and

- Fulfill our own obligations as professionals. We pledge to assist both medical students and fellow residents in meeting their professional obligations by serving as their teachers and role models.

Compact

This compact serves both as a pledge and as a reminder to resident physicians and their teachers that their conduct in fulfilling their obligations to one another is the medium through which the profession perpetuates its standards and inculcates its ethical values.

The following is a list of the professional attributes that CMED expects its medical faculty to cultivate in their medical students. Essential to their development as future physicians, these attributes are essential to the CMED educational experience and, as such, CMED faculty are expected to incorporate them throughout the curriculum:

Personal Attributes

- Intellectual curiosity
- Demonstration of strong skills in critical thinking
- A dedication to lifelong learning and self-improvement
- Ethical values, such as honesty, integrity, fairness, and truthfulness
- Demonstration of maturity and emotional stability

Interpersonal Attributes

- Strong interpersonal and communications skills
- An appreciation and/or commitment to diversity
- Collegiality and a spirit of teamwork
- Respect for self and others

Attributes Relational to Medicine and Patient Care

- Motivation and interest in medicine
- Dedication to duty and a sense of calling and commitment to serve others as a first priority
- Sensitivity, compassion, and interest in patients and others

SEPARATION OF EMPLOYMENT

To ensure the proper transition of duties associated with all missions of the College of Medicine (clinical, administrative, research, education), Medical Faculty are encouraged to provide their supervisor with a minimum of four weeks' notice when voluntary separation is contemplated. Clinical faculty are asked to provide of a minimum of 90 days' notice to ensure the proper

transition of care for affected patients. All benefit coverage ends on the last day of CMU employment. If applicable, see COBRA section above for extending benefit coverage.

In the College of Medicine, Faculty and Staff Affairs is generally responsible for the coordination of activities related to separation of employment. Involuntary separations will be coordinated by Faculty Personnel Services working with CMED Faculty and Staff Affairs.

CMU RETIREE STATUS

In order to be considered a CMU retiree an employee must have twenty-five years of CMU service at any age or ten years of CMU service and be at least age fifty-five. Employees who are totally or permanently disabled as determined by the Social Security Administration may retire at any age with ten years of CMU Service.

TRANSFER

A current CMU employee moving to the Medical Faculty classification from a different employee classification will become eligible for benefits associated with the Medical Faculty employee group upon the effective date of her/his transfer.

WELLNESS AND SAFETY PROGRAMS

CMU is committed to a culture of health. The following programs are some of the key components supporting the culture.

BLOODBORNE PATHOGENS

The University has implemented an exposure control plan that observes the practice of universal precautions to prevent contact with blood and other potentially infectious materials. At the University all human blood and body fluids are treated as if they are known to be infectious for HBV, HIV and other bloodborne pathogens. The exposure control plan was designed to assure that all CMU employees have a safe workplace environment. For more information, refer to the link ([here](#)).

DRUG-FREE WORKPLACE

CMU is committed to providing a workplace that is free from the unlawful manufacture, distribution, dispensation, possession or use of controlled substances. The unlawful manufacture, distribution, dispensation, possession or use of controlled substances is prohibited

on any CMU owned or controlled property. For more information, refer to the link ([here](#)).

EMPLOYEE ASSISTANCE PROGRAM (EAP)

The CMU Employee Assistance Program (EAP) is available to all CMU employees and all immediate members of their household. The EAP provides confidential assistance for a wide scope of personal issues/problems (psychological, marital, family, stress, financial, substance abuse, etc.) at no charge to the participants. For more information or to access services, contact the EAP provider at 800-788-8630 or refer to the link ([here](#)).

EMPLOYEE WELLNESS - YOUR HEALTH, IT'S CENTRAL

CMU offers a comprehensive wellness program to encourage employees to improve or maintain their health and foster a high quality of life. In addition, the program is intended to help control health care costs and increase productivity. A variety of programs and incentives are available. For complete details, see the link [here](#).

ENVIRONMENTAL HEALTH AND SAFETY

The University has done extensive work in the area of Environmental Health & Safety/Emergency Management (EHS/EM) to protect the health and safety of the University community. The University has implemented and exercised many EHS/EM plans.

Examples of Environmental Health and Safety (EHS) topics include but are not limited to: Indoor Air Quality, Bloodborne Pathogens, Lab Safety, Laser Safety, Radiation Safety, Bio-Safety, Hazard Communication, Lock Out/Tag Out, Confined Space & Respiratory Protection. For further information about these topics, see link ([here](#)).

Examples of Emergency Management (EM) topics include but are not limited to: Severe Weather (including tornado shelter locations), Emergency Action Plans, Workplace Violence, Hazardous Material Releases, and Crime Prevention & Communicable Diseases. For further information about emergency management topics, review link ([here](#)).

FITNESS FACILITIES

Employees may purchase memberships at reduced rates to use the Student Activity Center (SAC). For information on the SAC facility, services, and membership, click [here](#).

TOBACCO-FREE WORKPLACE

CMU is committed to the health and wellness of its students, faculty and staff. The University Tobacco-Free policy is applicable to all CMU properties, facilities, and vehicles in which

university functions are offered or carried out, regardless of location. The Tobacco-Free policy will create a healthier environment for the CMU community. For more information, see the link ([here](#)).

WORK ACCOMMODATIONS

CMU may create and fill light duty positions without following recruitment provisions or otherwise make appropriate reasonable accommodations when it is deemed necessary to comply with the Americans with Disabilities Act and all applicable State and Federal laws. Such determinations are part of a collaborative Work Accommodation Process. For additional information on accommodation, click [here](#).

WORK-RELATED INJURIES/WORKERS' COMPENSATION

Employees must report all work-related injuries (no matter how minor) to the Worker's Compensation Office/CHIP at 989-774-7177 as soon as possible.

If the injury is life threatening, call 911. Faculty, staff and student employees in the Mount Pleasant area requiring treatment for work-related injuries/illnesses that are not life threatening should seek treatment at one of the following CMU designated medical providers:

COMP - Occupational Medicine

1523 S. Mission

773-2339

Monday - Friday, 8am - 4pm

Closed Saturday and Sunday

Ready Care

1523 S. Mission

773-1166

Monday - Friday, 8am-8 pm

Saturday & Sunday, 8am- 8pm

1. Use this facility when COMP is closed (*except for bloodborne pathogen exposures and emergencies*).
2. Follow-up visits must be scheduled at COMP.

McLaren - Central Michigan Fast Track or Emergency Department

1221 South Drive

1. Use this facility for critical emergencies or when Ready Care is closed.
2. Follow-up visits must be scheduled at COMP.

Outside Mount Pleasant area: Report to an Occupational Health or Urgent Care facility.

If an injured employee/student employee chooses to see her/his own medical provider or seek

treatment at facilities other than those listed above, the employee may be responsible for any incurred expenses.

If the employee has questions regarding the injury reporting process, worker's compensation procedures or their rights and responsibilities under the workers' compensation statute, he or she may contact the workers' compensation office at CHIP or refer [here](#).

COLLEGE AND UNIVERSITY GUIDELINES

In addition to the policies, procedures and programs referenced in this Handbook; detailed policies may be found on the CMED (<http://med.cmich.edu/internal>) and CMU ([Administrative Policies, Procedures and Guidelines](#)) websites. Additionally, the links below are provided as a general reference to additional offices/policies/procedures that may be of particular interest. The listing below is not intended to be an exhaustive listing of all policies and procedures applicable to faculty employed by the CMU College of Medicine.

[Office of Civil Rights and Institutional Equity](#)

CMU does not discriminate on the basis of sex in the education program or activity that it operates, including admission and employment, and is required by Title IX of the Education Amendments of 1972 not to discriminate in such a matter.

Inquiries about the application of Title IX can be made to CMU's Title IX Coordinator, the US Department of Education's Assistant Secretary, or both.

CMU's Title IX Coordinator can be reached at:

Office: 103 E. Preston St.

Bovee University Center, suite 306

Mount Pleasant, MI 48858

Email: titleix@cmich.edu

Phone: 989-774-3253

[Family Educational Rights and Privacy Act](#)

[Sexual Misconduct Policy](#)