

# **CMU**

---

**CENTRAL MICHIGAN  
UNIVERSITY**

**SENIOR OFFICER  
HANDBOOK**

**2022-23**

## I. INTRODUCTION

This handbook is for Senior Officers (SO) of Central Michigan University. The information has been designed as a reference document to acquaint Senior Officers 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.

The President reserves the right to make exceptions or modifications to this handbook. No other officers or employees of the university are authorized to change or modify the contents of this handbook either verbally or in writing. The President may make changes at any time.

Unless otherwise specified herein, the provisions of this handbook apply only to individuals whose employment status is designated as At-Will or Interim in their appointment letter and classified as Senior Officers of CMU. This handbook does not apply to individuals in Temporary appointments. 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. If the reader is not working on-line and wants to access information on the web, it may be necessary to key in the full address of the link.

For more detailed information on topics covered in the handbook, employees should contact their supervisor or Human Resources (HR). In addition, Senior Officers will find a variety of information of interest to employees at the HR website; see the link in [Appendix B](#).

Authorized and approved:

---

Robert O. Davies, President

---

Date

## TABLE OF CONTENTS

I.	INTRODUCTION.....	2
A.	DEFINITIONS .....	6
	Active Status/Active Employee .....	6
	Calendar Days .....	6
	Full-time .....	6
	Part-time .....	6
	Prorating .....	6
	Provisional Position.....	6
	Reviewing Authority .....	6
	Salaried.....	6
	Senior Management.....	7
	Senior Officer (SO).....	7
	Termination .....	7
	Workday.....	7
	Work Week .....	7
II.	GENERAL INFORMATION.....	7
A.	ACCOMMODATION .....	7
B.	AFFIRMATIVE ACTION/NON-DISCRIMINATION .....	7
C.	APPOINTMENT TYPES .....	8
	Regular Appointment with At-Will Status.....	9
	Interim/Acting Appointment.....	9
D.	CLOSING CAMPUS OR BUILDINGS, CANCELLATION OF CLASSES .....	9
E.	EMPLOYEE IDENTIFICATION CARD (CENTRAL ID) .....	9
F.	EMPLOYER RIGHTS.....	10
G.	EXPENSE REIMBURSEMENT .....	10
	Spouse/Other Eligible Individual Travel .....	10
H.	JOB DESCRIPTIONS .....	10
I.	LEADERSHIP STANDARDS .....	11
J.	MOVING EXPENSES .....	11
K.	NEPOTISM POLICY .....	11
L.	ORIENTATION FOR NEW EMPLOYEES.....	11
M.	PARKING.....	11
N.	PERFORMANCE EVALUATION.....	12
O.	PERSONNEL FILES.....	12
P.	PRIVACY (Expectation of) .....	12
Q.	PROFESSIONAL DEVELOPMENT .....	12
R.	RECOGNITION.....	13
	Service Awards .....	13
S.	RESEARCH OPPORTUNITIES .....	13
T.	SEXUAL AND GENDER-BASED MISCONDUCT POLICY .....	13
U.	TERMINATION OF EMPLOYMENT .....	13
	CMU Retiree Status .....	14
	Emeritus Status.....	14
V.	TERMINATION PAYMENT/TRANSITION LEAVE .....	14
	Termination Payment.....	14

	Transition Leave .....	15
W.	VACANT POSITIONS .....	16
X.	WELLNESS AND SAFETY PROGRAMS .....	16
	Blood borne Pathogens.....	16
	CMU Cares/Take Care Initiative .....	16
	Drug-Free Workplace.....	17
	Employee Assistance Program (EAP).....	17
	Employee Wellness.....	17
	Environmental Health & Safety .....	17
	Fitness .....	18
	Tobacco-Free Workplace.....	18
Y.	WORK ACCOMODATIONS.....	18
Z.	WORK-RELATED INJURIES/WORKERS' COMPENSATION.....	18
AA.	WORK SCHEDULES .....	18
III.	BENEFITS .....	19
A.	CMU CHOICES – The Central Michigan University Flexible Benefits Plan.....	19
B.	CONTINUATION OF INSURANCE COVERAGE - COBRA.....	20
C.	DISCOUNTS AND SERVICES .....	20
D.	RETIREMENT.....	20
E.	SEASON TICKETS .....	21
F.	TAX DEFERRED INVESTMENT OPPORTUNITIES .....	21
G.	TRAVEL ACCIDENT INSURANCE.....	21
H.	TUITION BENEFIT.....	21
IV.	LEAVE TIME.....	21
A.	COURT REQUIRED SERVICE.....	21
B.	FAMILY & MEDICAL LEAVE .....	22
C.	FUNERAL LEAVE.....	22
D.	HOLIDAYS.....	22
	Legal Holidays .....	22
	Additional Holidays .....	22
	Other Holidays .....	23
E.	UNPAID TIME .....	23
F.	SICK/MEDICAL LEAVE .....	23
	Sick/Medical Leave with Pay (Including PMLA Leave) .....	23
	Catastrophic Leave .....	25
	Medical Leave without Pay .....	25
	Medical Verification .....	26
G.	MILITARY LEAVE .....	26
	Short Tour of Duty.....	26
	Extended Military Service.....	26
H.	PERSONAL LEAVE .....	26
	Personal Leave without Pay.....	27
I.	VACATION.....	27
V.	PAY.....	28
A.	DETERMINATION OF SALARY .....	28
B.	GENERAL SALARY INCREASE.....	28

C.	SALARY ADJUSTMENTS (AD HOC) .....	28
D.	SUPPLEMENTAL ASSIGNMENT PAY .....	29
E.	ELECTRONIC PAY OPTIONS .....	29
F.	PAYROLL PROCESS .....	29
VI.	APPENDIX A – Premiums and Contributions 2022-23 .....	30
VII.	APPENDIX B – HR & RELATED WEB LINKS .....	31

**A. DEFINITIONS**

Active Status/Active Employee

An employee is considered active when they are in a paid status.

Calendar Days

Calendar days include Saturdays and Sundays.

Full-time

A typical full-time appointment is at least forty hours per week for twelve months. Employees will be considered full-time for university contributions toward CMU Choices flexible benefits program if their appointment is seventy-five percent or greater. Certain benefits, such as the tuition benefit, are reduced or prorated on the basis of FTE for all employees working less than a 100% appointment.

Part-time

Part-time employees have a regular work schedule of at least 20 or more hours per week for at least nine months, but less than full time. The university will not create a benefits-eligible position that is less than 20 hours per week. Certain benefits, such as the tuition benefit, are reduced or prorated based on FTE for part-time employees. Employees will be considered part-time for university contributions toward CMU Choices flexible benefits program if their appointment is less than seventy-five percent.

Prorating

Prorating is the method of determining the amount of certain benefits that a part-time employee would receive. The proration is based on the proportion of the employee's appointment percentage as compared to a 100% position (full-time appointment).

Provisional Position

A provisional position is a full-time or part-time benefit-eligible position created for a specific time frame and typically filled after conducting a search. Provisional positions are generally expected to be at least one academic year contingent on continuation of the program and/or availability of funds, and typically remain provisional for a maximum of five (5) years before the position has to be either eliminated or converted to a regular position.

Reviewing Authority

The reviewing authority is the individual to whom the employee's supervisor reports.

Salaried

Salaried employees are employed to fulfill the responsibilities of their position regardless of the hours necessary to do so and 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 the employee is required to work in the workweek. Employment Services/HR designates

salaried positions as *exempt* positions based on criteria established by the Fair Labor Standards Act. Exempt positions *are not* eligible for overtime pay/compensatory time for hours worked beyond 40 in a week.

#### Senior Management

For the approval processes noted in this document, senior management includes Senior Officers and directors who report directly to a head of a division or the President.

#### Senior Officer (SO)

Senior Officers are employees assigned to salaried positions with senior executive responsibilities for CMU, on and off-campus. The President determines positions designated as Senior Officer.

#### Termination

Termination is the conclusion of CMU service (e.g., voluntary resignation, discharge, 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 working days need not be consecutive.

## **II. GENERAL INFORMATION**

### **A. ACCOMMODATION**

Qualified employees with disabilities will receive reasonable accommodation to perform the essential functions of their job. For additional information on accommodation, see the CMU Work Accommodation Process policy guide at the link in [Appendix B](#).

### **B. AFFIRMATIVE ACTION/NON-DISCRIMINATION**

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, ethnicity, gender, gender identity, gender expression, genetic information, height, marital status, national origin, political persuasion, pregnancy, childbirth or related medical conditions, race, religion, sex, sex-based stereotypes, sexual orientation, transgender status, 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. See link in [Appendix B](#).

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.

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](mailto:titleix@cmich.edu)

Phone: 989-774-3253

As required by Executive Order 11246, as amended, CMU will not discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant. However, employees who have access to the compensation information of other employees or applicants as part of their essential job functions cannot disclose the pay of other employees 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 university, or (c) consistent with the university's legal duty to furnish information.

### **C. APPOINTMENT TYPES**

Employees are designated as one of the following appointment types. The employment status is reflected in the employee's appointment letter.



### Regular Appointment with At-Will Status

Appointment as a full-time benefit-eligible employee with no designated end date, typically filled after conducting a search in accordance with university policy. Senior Officers are at-will status employees who serve at the pleasure of the President and whose employment relationship may be terminated at any time, with or without cause. The at-will employment status is noted in the job posting and in the individual's appointment letter. Individuals who are at-will serving in a provisional (i.e. with an end-date) position are not eligible for the Termination Payment for At-Will Employees. See also: Termination of Employment – Termination Payment for At-Will Employees.

### Interim/Acting Appointment

At the discretion of the President, an individual may be temporarily assigned to assume the role of another Senior Officer position.

If the responsibilities are absorbed in addition to the employee's regular duties, or if the employee is assigned a different role, the employee's title may temporarily change to more accurately reflect their duties during the assignment. When the assignment occurs as a result of a vacancy, typically while a search to fill the vacant position is completed in accordance with CMU policies, the title Interim is used. The title Acting is applied to an employee who temporarily assumes responsibilities from a Senior Officer who in turn has been assigned different duties.

These assignments may be made for up to 3 years. Prior to the appointment, written justification for the assignment must be approved by Human Resources and the Office of Civil Rights and Institutional Equity. Final approval will be determined by the President and authorized in an appointment letter.

These temporary senior officer assignments may end at any time and are not eligible for the Termination Payment for At-Will Employees.

## **D. CLOSING CAMPUS OR 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. Call the CMU Hotline at 774-7500 for the latest information. For more information, see link in [Appendix B](#).

In addition, CMU offers an emergency notification system – **Central Alert** – to provide information to users by phone, e-mail, or text messaging. Employees are automatically registered in the system upon hire. Employees not wishing to receive emergency notifications may unsubscribe. Please refer to link in [Appendix B](#).

## **E. EMPLOYEE IDENTIFICATION CARD (CENTRAL ID)**

All employees are encouraged to obtain a staff identification card, which is also available via mobile credentials. The Central ID card is the official identification

card for CMU students, faculty, and staff and is required for many university services (e.g. library, SAC, etc.). For more information, refer to link in [Appendix B](#).

#### **F. EMPLOYER RIGHTS**

CMU has the legal responsibility to carry out the educational mission of the institution. CMU has the right to the general supervision of the institution and the control and direction of the expenditures of the institution's funds. CMU reserves and retains solely and exclusively all rights to manage, direct, and supervise all work performed; the right to change wages, hours, and working conditions; and retains its management rights and functions. Such rights are, by way of illustration but not limitation: determination and supervision of all policies, operations, methods, processes, duties and responsibilities of employees; size and type of academic and non-academic staff; standards of employment-related performance; assignments; responsibilities to be performed; scheduling of these responsibilities; persons employed; staffing levels; administrative structure; promotion; transfer; non-appointment; reassignment; suspension; discipline; discharge or layoff of employees; modification or abolition of academic or administrative programs and courses of instruction; determination of the acquisition, location, relocation, installation, operation, maintenance, modification, retirement, and removal of all equipment and facilities and control of its property.

#### **G. EXPENSE REIMBURSEMENT**

Employees are eligible for reimbursement of certain business-related expenses. Reimbursement is subject to proper documentation of expenses consistent with university policies and procedures regarding receipts and supporting signatures. The complete university guidelines for business expenses can be found at link labeled Expense Reimbursement in [Appendix B](#).

##### Spouse/Other Eligible Individual Travel

Expenditures for spouse (or Other Eligible Individual) travel (meals, airfare, etc.) are not permitted. The appropriate Vice President/Associate Vice President (who reports directly to the President) or their designee must approve exceptions to the spouse travel policy in advance, unless there is no additional cost.

#### **H. JOB DESCRIPTIONS**

A job description is a brief written summary that outlines the general statement of duties, required qualifications and duties/responsibilities performed. Job descriptions are used for recruitment and performance evaluations. It is the responsibility of the supervisor to ensure that the current job description is on file with, and approved by, Employment Services/HR.

Changes/updates to a job description must be submitted electronically through the personnel transaction system, which can be accessed through CentralLink at the link in [Appendix B](#). All updates/changes must be reviewed and approved

by Employment Services/HR and the reviewing authority. Prior to posting an SO position, the job description must also be approved by the Office of Civil Rights and Institutional Equity. Minimum qualifications and exempt status of positions require approval by Employment Services/HR. The official job description on file with Employment Services/HR supersedes any previous version(s).

**I. LEADERSHIP STANDARDS**

CMU's Leadership Standards establish clear, consistent and transparent leadership expectations that permeate campus culture and serve to preserve and strengthen CMU's culture of collaboration, excellence and leadership. The Leadership Standards provide a framework for employee recruitment, orientation, development, retention, evaluation, and leadership accountability, built upon CMU's core values. The Leadership Standards are included in the job description and performance evaluation for all positions with supervisory responsibility; thus describing the core set of behaviors that all supervisors/leaders are expected to demonstrate and emulate. See the link in Appendix B for more information.

**J. MOVING EXPENSES**

Reimbursement of moving expenses may be used as a recruitment tool to assist in attracting qualified candidates to Central Michigan University and minimize any inconvenience for new staff. See the policy found at the link in [Appendix B](#) regarding guidelines related to reimbursing new employees for moving expenses.

**K. NEPOTISM POLICY**

University policy does not permit employment of an individual in an area where one employee has direct control over a family member's supervision, salary or promotion; such activity is considered nepotism. Direct control over a family member is when an immediate family member is in the direct line of authority, **no matter how far removed** (including student employees), and is not permitted due to the potential of influence based upon the relationship. Refer to the link in [Appendix B](#).

**L. ORIENTATION FOR NEW EMPLOYEES**

A Benefits and Retirement orientation is available on-line or in-person by contacting Benefits & Wellness/HR. In addition, a new employee orientation is intended to familiarize new employees with CMU. For the orientation schedule, see the link labeled Orientation for New Employees in [Appendix B](#).

Supervisors are responsible to orient new employees to their role and department, to establish expectations and provide resources. To assist supervisors, a checklist is available at the link labeled New Hire Checklist in [Appendix B](#).

**M. PARKING**

Employees who park their vehicles on campus must register their vehicles and purchase a virtual parking permit online by accessing the Parking Services Portal. Permits are employee-paid, issued annually and can be paid by pre-tax

payroll deduction. Parking permits cannot be paid for out of university funds. For more information, contact CMU Parking Services or refer to links in [Appendix B](#) to the CMU Parking website and/or the CMU Parking Services portal.

**N. PERFORMANCE EVALUATION**

The performance review is a communication tool designed to recognize and motivate employees to achieve higher levels of performance. The evaluation process starts at the beginning of the fiscal year with the employee and their supervisor agreeing on primary responsibilities and goals for the following year. A mid-year discussion is encouraged. A year-end evaluation is completed for all employees, and should include supervisor feedback on areas for development as well as reinforce areas where performance excels. Demonstration of CMU's Leadership Standards should also be discussed.

The online evaluation process can be accessed through CentralLink at the link in [Appendix B](#).

**O. PERSONNEL FILES**

Personnel files are primarily for administrative use; however, the university will honor an employee's request to examine the contents of their personnel record in compliance with applicable laws.

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 their personnel record by sending the statement to the Associate Vice President/Human Resources, within fourteen days of the date the employee became aware of the document in question. This response will be included in the personnel record, and a copy will be given to the immediate supervisor. Personnel files for Senior Officers are housed in Human Resources.

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.

**P. PRIVACY (Expectation of)**

From time to time, especially when the employee is gone, the supervisor or another employee may need to access information in the work area (e.g., desk, file, computer files, and email). Employees should not expect information in their work areas to be unconditionally private.

**Q. PROFESSIONAL DEVELOPMENT**

The university attempts to provide ongoing professional development opportunities for employees, usually through attendance at professional workshops, seminars, and meetings. Employees may receive time off with pay, registration fees, travel costs and/or other expenses in accordance with CMU

policies. Many programs are offered by the university as well, see link in [Appendix B](#).

**R. RECOGNITION**

Service Awards

Employees receive recognition from the university upon the completion of each five years of service. Employees whose five-year milestones represent at least 20 years of service are invited to an annual recognition ceremony.

**S. RESEARCH OPPORTUNITIES**

Support is available for various research programs and activities. Go to the link in [Appendix B](#) or contact the Office of Research and Sponsored Programs for additional information.

**T. SEXUAL AND GENDER-BASED MISCONDUCT POLICY**

CMU's Sexual and Gender-Based Misconduct Policy prohibits sexual and gender-based misconduct, including dating violence, domestic violence/intimate partner violence, sexual assault, sexual exploitation, sexual harassment, stalking, Title IX sexual harassment, and retaliation by members of the university community. CMU employees, except those named as a confidential resource in the Sexual and Gender-Based Misconduct policy, are designated officials who are required, under CMU's policies, to report any information they know about possible sexual or gender-based misconduct to the CMU Title IX Coordinator. Individuals who do not want their concerns reported to the Title IX Coordinator can contact confidential resources identified in the Sexual and Gender-Based Misconduct policy, such as the Employee Assistance Program.

To file a complaint of sexual or gender-based misconduct or to learn more information about the policy, contact the Title IX Coordinator in the Office of Civil Rights and Institutional Equity. The Executive Director of the Office of Civil Rights and Institutional Equity is the Title IX Coordinator for CMU. For more information, see the Sexual and Gender-Based Misconduct Policy link in [Appendix B](#)

**U. TERMINATION OF EMPLOYMENT**

Senior Officers are expected to provide their supervisor at least four weeks' notice of their intent to terminate from their position. Senior Officers who do not provide at least four weeks' notice will not be eligible to receive their unused vacation payoff (see Vacation). The termination date will be based on the last day worked, though exceptions may apply for CMU Retirees or if resigning while on leave of absence.

Employees will be required to return their university keys, credit card, Central ID card (Central ID via mobile credentials will become inactive) and all CMU property prior to leaving the university. A separation checklist has been developed to assist supervisors in the termination process. The checklist is linked to the separation of employment form that must be completed by the supervisor on-line by accessing the electronic personnel transactions through

the link in [Appendix B](#). Separations not submitted in a timely manner may result in overpayment to the employee, which is collected from the employee by the university. All benefit coverage ends on the last day of CMU employment.

#### 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 and permanently disabled as determined by the Social Security Administration may retire at any age with ten years of CMU Service.

#### Emeritus Status

Salaried employees who meet CMU retiree eligibility status and retire with at least ten years of full-time service with the university are eligible for emeritus status with the approval of the Board of Trustees.

### **V. TERMINATION PAYMENT/TRANSITION LEAVE (Applies to only Regular Appointments with At-Will Status)**

Senior Officers who are involuntarily terminated will be eligible for one of the following:

- Senior Officers who do not hold faculty tenure are eligible for a termination payment;
- Senior Officers who do hold tenure on the faculty are eligible for either a termination payment or a transition leave, but not both.

#### Termination Payment

Since the university need not provide advance notice of involuntary termination to Senior Officers (because they are at-will employees), the university wishes to provide some basic financial protection for SO's who might be terminated from their job with little or no notice provided that the employment termination was not due to the employee's criminal or other unlawful conduct, or any violation of any university policy. A termination payment will be based on an amount approximately equal to the value of one month's gross salary, retirement contribution on the monthly gross salary, and monthly University contributions towards healthcare benefit costs. Payment will equal a minimum of six months, up to a maximum of twelve months at the rate of one month per each full year of total continuous university service. Tuition Benefits may be extended as approved by the President.

Termination payments shall be paid as a lump sum payment. If the university chooses to provide notice, the period of advance notice may be deducted from the period used for calculation of termination payment. The combination of notice and payment must still equal a minimum of six months. However, in no case will the employee receive less than two months termination payment even if advance notice is given.

Termination payments will be made only in exchange for a release of any and all claims of whatever kind arising out of the employee's employment at the university and a confidentiality agreement. Termination payments are made after the SO termination and, as such, the individual is no longer an employee of the university.

The value of the termination payment will include the monthly base salary as of the last day of regular employment (annual salary divided by twelve) plus the amount of the university's monthly contribution in the last month of regular employment toward the employee's health insurance, prescription drug coverage and dental insurance. This total will be multiplied by the number of months' termination payment the employee is eligible to receive. This amount shall be the value of the "termination payment." From this payment, the university will deduct the employee's contribution to social security, and the university will contribute the employer's share of social security unless the maximum contribution for that year has been made at CMU.

In addition, the university shall contribute the normal university retirement contribution (twelve percent for individuals first hired by the university on or before January 1, 1996, or ten percent for those first hired after January 1, 1996) on the base salary portion of the "termination payment". This payment will be made to the retirement plan's vendor in the employee's name. In the case where the employee is a Michigan Public School Employees Retirement System (MPERS) member, the university will contribute the appropriate ten or twelve percent (10% or 12%) on the "termination payment" to the retirement plan's vendor in the employee's name. No other benefit payments, including retirement contributions, will be made by the university after the employee's termination date.

The termination payment for tenured faculty is only available if the employee has agreed to resign their tenured position at the same time they are terminated from their Senior Officer position.

#### Transition Leave

University policy makes transition leaves available to Senior Officers who are tenured faculty returning to a department. Interim Senior Officers are not eligible for transition leave. A transition leave is intended to allow a Senior Officer more time to prepare to move into a different and non-Senior Officer position at CMU. Most commonly, it might provide time for study and preparation for a tenured faculty member to return to full-time teaching. Transition leaves will be made in exchange for a release of any and all claims of whatever kind arising out of the employee's employment at the university and a confidentiality agreement. Senior Officers who receive a transition leave must also agree in writing to return to full-time work on the faculty for a minimum period of time, generally not less than one year.

The length of a transition leave will be evaluated on an individual basis and must receive approval by the President. A transition leave generally shall be for a minimum of two months and generally not exceed six months. In determining

the length of the leave, the President shall consider when notice of termination was given, the beginning dates of the academic semesters, and the purpose of the leave. Salary during the transition leave shall be at the level existing on the last day of regular employment as a Senior Officer.

Employment status and benefits accorded to Senior Officers will continue during the leave. The Senior Officer will not accrue vacation or sick leave during the transition leave.

#### **W. VACANT POSITIONS**

Vacant positions are generally filled through a search conducted in accordance with university policies. In certain situations, a search waiver may be approved that provides for special placement of current employees in lieu of the normal recruitment process. All waivers must be requested through Employment Services/HR and be approved by the President and the Office of Civil Rights and Institutional Equity.

The coordination of the recruitment and selection process and record retention for Senior Officer positions is handled by Human Resources. All recruitment files are maintained in Human Resources. The process for Senior Officer recruitment can be found at the link labeled Senior Officer Searches in [Appendix B](#).

Current vacancies are posted weekly in Rowe Hall and posted on the website at the link labeled Vacant Positions in [Appendix B](#).

#### **X. WELLNESS AND SAFETY PROGRAMS**

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

##### Blood borne 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 blood borne 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 in [Appendix B](#).

##### CMU Cares/Take Care Initiative

Take Care is a program built around the betterment of the university community. The CARE team is a small group of CMU staff and faculty who meet weekly during the academic year and at other times as needed to develop plans to help individuals (students, faculty or staff) who are struggling or having a difficult time. The information shared in this group is confidential and is used for the purpose of determining the best approach to reach out to the individual in distress. CARE reports for staff employees are forwarded to Employee Relations/HR.



### Drug-Free Workplace

Central Michigan University is committed to providing a workplace that is free from the unlawful manufacture, distribution, dispensation, possession or use of a controlled substance. 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 labeled Drug-Free Workplace in [Appendix B](#).

### Employee Assistance Program (EAP)

The CMU Employee Assistance Program (EAP) is available to all CMU employees and all members of their household. The EAP provides confidential assistance for a wide scope of personal issues/problems (e.g., stress, uncertainty, anxiety, conflict, financial, substance abuse, setting boundaries etc.) at no charge to the participants. Website resources include online trainings/courses, workshops & webinars, and legal/financial resources. The confidential support services are provided via telephone, video counseling, texting or in-person. For complete details, see the link labeled Employee Assistance Program in [Appendix B](#).

### Employee Wellness

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 labeled Employee Wellness in [Appendix B](#).

### Environmental Health & 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 the link labeled Environmental Health and Safety in [Appendix B](#).

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, Crime Prevention & Communicable Diseases. CMU offers an emergency notification system – **Central Alert** – to provide information to users by phone, e-mail or text messaging. Employees will automatically be registered in the system upon hire. Employees not wishing to receive emergency notifications, may unsubscribe. For further information about emergency topics please review the EM website in the link found in [Appendix B](#).

### Fitness

To promote a healthy workplace, staff may purchase Student Activity Center (SAC) memberships at reduced rates. For information on the SAC facility, services and membership, refer to the link labeled University Recreation in [Appendix B](#).

### Tobacco-Free Workplace

The university established a Tobacco Free policy 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 links to the link labeled Tobacco-Free policy and the website in [Appendix B](#).

## **Y. WORK ACCOMODATIONS**

CMU may create and fill light-duty positions without following recruitment provisions or make appropriate accommodations when it is deemed necessary to comply with the Americans with Disabilities Act. For additional information on accommodation, refer to the link in [Appendix B](#).

## **Z. WORK-RELATED INJURIES/WORKERS' COMPENSATION**

Employees must report all work-related injuries (no matter how minor) to the workers' compensation reporting line at 989-774-7177 as soon as possible.

If the injury is life threatening, call 911. If the injury is not life threatening and medical treatment is necessary for the injury, on-campus employees must go to McLaren Central Michigan-Occupational Medicine Program (located at 1523 S. Mission Street in Mount Pleasant) for treatment. If the employee elects to seek treatment elsewhere, the employee will be responsible for all costs for treatment.

If the employee has any questions regarding the injury reporting process, workers' compensation procedures or their rights and responsibilities under the workers' compensation statute, refer to the link entitled Work Related Injuries in [Appendix B](#).

## **AA. WORK SCHEDULES**

Individual work schedules vary and are based on the needs of the operating unit. Work schedules can be changed as deemed necessary by CMU. Flexible work schedules are permitted within policy guidelines and require prior approval. The Alternative Work Schedules policy can be found at the link in [Appendix B](#). All compressed schedules must be submitted to and approved in advance by Employment Services/HR.

Regular operating hours on-campus are 8:00 a.m. to 5:00 p.m. Monday through Friday. Although individual work schedules may vary, offices are expected to be open and operating during these times, unless modified with appropriate Vice President approval. Most offices remain open during the lunch period and some are open evenings and weekends. Any office schedule that varies from

the regular operating schedule must be approved as indicated in the flextime policy. Due to the nature of the operation, a number of units within CMU, particularly the satellite locations outside Mount Pleasant, have varied schedules and may not observe the office schedule noted above. The hours of the satellite locations must be approved by the appropriate Vice President or their designee.

### III. **BENEFITS**

Senior Officer benefit levels are reviewed annually. The primary responsibility for determining the benefit package of Senior Officers is held by the President. The board approves changes in the benefit package for the President. If differences exist between Senior Officer benefits and the President's appointment letter, the President's appointment letter is the controlling document. To see a summary of benefits for Senior Officers, refer to the Benefits in Brief at the link in [Appendix B](#).

#### **A. CMU CHOICES – The Central Michigan University Flexible Benefits Plan**

All benefits-eligible SO employees are eligible to participate in CMU Choices, CMU's flexible benefit program. In CMU Choices, each employee will have the opportunity to select from the available plans. For a summary of benefits, refer to the Benefits In Brief, which can be found at the link in [Appendix B](#).

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

An annual open enrollment period will be held each spring (typically April) to allow employees to change their selections for the upcoming plan year.

Employees may make changes in the level of coverage during the plan year only if a benefit status change occurs (e.g. birth, death, marriage, adoption, etc.). These election changes must be made in Benefits & Wellness/HR within thirty calendar days of the event and must be consistent with the benefit status change.

The flexible benefit program is governed by Section 125 IRS regulations. Benefit status changes must be made on a prospective basis except for those relating to birth, adoption or placement for adoption made within 30 calendar days of the event. For more information on making a qualifying status change, contact Benefits & Wellness/HR at [benefits@cmich.edu](mailto:benefits@cmich.edu) or visit the web at the link labeled Status Change for Benefits in [Appendix B](#).

Newly hired Senior Officer employees are eligible for medical/prescription drug coverage, dental, vision, life insurance/AD&D, long-term disability and short-term disability and, flexible spending accounts immediately upon the date of hire. Dependent life insurance is available to employees on a post-tax basis immediately upon date of hire. All benefits terminate on the last day of employment.

For additional information on CMU Choices, coverage for dependents and Other Eligible Individuals, and the rules governing the program, refer to the link

labeled CMU Choices – The Central Michigan University Flexible Benefits Plan in [Appendix B](#).

For current costs and university contributions toward the various plans, see [Appendix A](#).

**B. CONTINUATION OF INSURANCE COVERAGE - COBRA**

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

**C. DISCOUNTS AND SERVICES**

CMU employees may be eligible for a variety of discounts and services, please see the link in [Appendix B](#).

**D. RETIREMENT**

Full-time salaried employees hired before January 1, 1996 were allowed to choose between the Michigan Public School's Retirement System (MPSERS) and the 403(b) Basic Retirement Plan. All new hires, full-time and part-time, hired after January 1, 1996 are required to be enrolled in the 403(b) Basic Retirement Plan unless they were previously in MPSERS 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 MPSERS plan is governed by state statute, and the conditions and provisions for this plan are subject to change by the state. The MPSERS 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 the link in [Appendix B](#)).

The 403(b) Basic Retirement Plan is a defined contribution plan with immediate vesting. For employees in the 403(b) Basic Retirement Plan prior to January 1, 1996, CMU's contribution is twelve percent. For employees enrolling in the 403(b) Basic Retirement Plan after January 1, 1996, CMU contributes ten percent of annual salary. IRC 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. 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.

Under certain circumstances, new hires previously in MPSERS and current part-time employees when their status changes to full-time may be eligible to make a one-time, irrevocable choice between MPSERS and the 403(b) Basic Retirement Plan. If an election is not made within 90 calendar days of the effective date of employment or change in full-time/part-time status, the employee is considered to have retained their enrollment in MPSERS. Contact Benefits & Wellness/HR for more details or refer to the link in [Appendix B](#).

**E. SEASON TICKETS**

Senior Officers are entitled to select four complimentary season tickets to football games or basketball games. The SO may have the option to select two football tickets and two basketball tickets

**F. TAX DEFERRED INVESTMENT OPPORTUNITIES**

Employees are eligible 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 available to all employees regardless of retirement program. Employees may initiate this program at any time during the year by choosing to Change Contribution Amount through the CMU/TIAA website at [www.tiaa.org/cmich](http://www.tiaa.org/cmich). For more information, refer to the link in [Appendix B](#).

**G. TRAVEL ACCIDENT INSURANCE**

Senior Officers are covered under the university's travel accident insurance plan for accidents that occur while traveling for pleasure or 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 CMU employees own for university business travel.

**H. TUITION BENEFIT**

This program is intended to provide eligible staff members 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 benefit program, refer to the link in [Appendix B](#).

**IV. LEAVE TIME**

**A. COURT REQUIRED SERVICE**

Employees who serve on jury duty or as subpoenaed witnesses during their regular work time (and are not a party to the action or a witness against the

University) will be paid their regular pay. 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.

**B. FAMILY & MEDICAL LEAVE**

Employees are eligible for a family and medical leave (FML) if they have been employed by CMU for at least twelve (12) months and have worked at least one thousand, two hundred and fifty (1,250) hours during the twelve (12) month period immediately preceding the date on which the leave commences.

If approved, all employees are expected to report FML, which is recorded and tracked concurrently with paid time off.

Employees on a continuous FML leave may elect to bank up to one week of vacation time prior to taking unpaid FML. Otherwise, employees are required to use all accrued paid time off prior to an approved unpaid leave.

See the current standard practice guide governing family and medical leave at the link in [Appendix B](#).

**C. FUNERAL LEAVE**

Funeral leave is covered under personal leave for salaried employees.

**D. 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 in [Appendix B](#).

Additional Holidays

CMU also recognizes six additional days as paid additional holidays. For on-campus employees, these days are the Friday after Thanksgiving, the four (4) working days between Christmas and New Year's day and an additional floating holiday which will typically be observed on Christmas Eve. A schedule of additional holidays for the employees working in satellite locations may be obtained from the Executive Director of Licensure, Regulatory Services & Human Capital.

Employees will be eligible for legal or additional holiday pay if they work or are on approved paid time on the employee's scheduled workday immediately preceding and the scheduled workday immediately succeeding the additional holiday involved. If the additional holiday is observed on a scheduled day off in the employee's work week, the employee will receive an additional day off at a time to be arranged with the supervisor.

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.

Employees who are required to work in half-day or whole day increments on a legal or additional holiday will be paid their regular salary and will receive an additional day off that must be used within 12 months of the date it was earned at a time agreeable to both the employee and the employee's supervisor.

Part-time employees will receive partial holiday pay for legal or additional holidays according to the ratio of their appointment to a 100% appointment in the same manner as explained under legal holidays. See the link in [Appendix B](#).

#### Other Holidays

When worksites are located at military installations or other places that observe different holidays from CMU or where employees may not be able to report to work at certain times because the installation is closed, employees will be required to use vacation for the time missed.

### **E. UNPAID TIME**

Unpaid time occurs when an employee is scheduled, but does not work, and the time is not charged to paid leave (e.g., vacation, sick). Employees may request permission to take unpaid time off even where the employee has not exhausted available vacation or sick leave (as appropriate), except when on a leave of absence. Voluntary unpaid time by request is available in 4-hour minimum increments. Voluntary unpaid time is for limited/short term, intermittent use and is not used in conjunction with leaves of absence. Managers and supervisors have the authority to grant or deny a request for such unpaid time off, taking operational needs into account. Voluntary unpaid time requests that will reoccur over an extended period of time may require an FTE adjustment rather than unpaid time.

### **F. SICK/MEDICAL LEAVE**

Sick/Medical leave may be paid or unpaid depending on an employee's paid time off accruals and may occur concurrently with leave granted pursuant to the federal Family and Medical Leave Act (the "FMLA") and Michigan's Paid Medical Leave Act (the "PMLA"). Continuous medical leaves are typically approved for up to 1 year regardless of paid/unpaid status during that year. In unusual circumstances, the President and Employment Services/HR may approve an extension of the leave not to exceed three years in total.

#### Sick/Medical Leave with Pay (Including PMLA Leave)

Regular and provisional SO employees with a 100% appointment shall accrue 13 (thirteen) sick/medical days per year. All other SO employees, whose appointment is at least 50% (fifty percent), shall accumulate sick/medical leave time in proportion to the relationship of their appointment to a 100% position.

During any period in which an employee is scheduled to be on payroll, an employee may use sick/medical leave time to cover absences due to an employee's own or immediate family member's:

- diagnosis, care, or treatment of mental or physical illness, injury, or health condition;
- preventative medical care;
- being a survivor of domestic violence or sexual assault<sup>1</sup>; or
- closure of employee's primary workplace or employee's child's school or place of care due to a public health emergency/communicable disease<sup>1</sup>

Immediate family member includes:

- An employee's biological, adopted, foster, stepchild or legal ward or a child to whom the employee stands in loco parentis;
- An employee's spouse (i.e., an individual to whom the employee is legally married) or other eligible individual;
- An employee's or employee's spouse's biological, foster, step or adoptive parent, legal guardian, or an individual who stood in loco parentis when the employee was a minor child;
- An employee's grandparent or grandchild;
- An employee's biological, foster or adopted sibling.

The first 40 hours of sick/medical leave time utilized in a calendar year (for the employee and/or employee's immediate family member) will be considered time taken pursuant to and allowed by the PMLA and satisfies the University's obligations thereunder.

Employees may not use sick/medical leave time to cover absences that have already been taken as vacation.

Salaried employees report sick/medical time use in one-half day increments.

Time earned under this policy may be accumulated up to 130 days. There is no pay out of accumulated sick/medical leave time upon termination.

Employees utilizing accrued sick/medical leave time benefits may be required to submit verification supporting their absence (or that of their immediate family member). Until such statement is filed, when requested, all absences may be considered as vacation time. Once satisfactory documentation is received, the vacation time will be replaced with any accrued sick/medical leave time. CMU may require the employee to be examined by a physician selected by CMU prior to approving sick/medical leave benefits.

---

<sup>1</sup> As defined by the Michigan Paid Medical Leave Act Public Act 369



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

It is the University's intent to administer this policy so that it conforms with its obligations and employee rights under the FMLA and the PMLA as in effect from time-to-time. Employees may obtain more information about these laws on the University's HR website and on bulletin boards generally used for personnel postings.

#### Catastrophic Leave

Employees may request additional sick time from the catastrophic leave bank when they have a catastrophic illness or injury. This program also covers the catastrophic illness or injury of an immediate family member (as defined by CMU's FML policy), which necessitates the employee's absence from work. The parameters and process for this program can be found at the link in [Appendix B](#).

#### Medical Leave without Pay

Employees may continue medical leave without pay for their own illness or injury.

Medical leaves without pay begin after the employee has exhausted all accrued paid time (sick, vacation). When Employment Services/HR determines that all applicable leave time has been exhausted, Employment Services/HR will work with the supervisor to complete a Leave of Absence without Pay form. Before employees return from such leave, they must provide their supervisor with a physician's statement attesting to the employee's fitness for work.

Except as required by FMLA, reinstatement from medical leave without pay is not guaranteed unless the supervisor has agreed to hold the position for the employee. If the supervisor does not agree to hold the position, once the employee is able to return to work the medical leave without pay may be converted to an unpaid personal leave and extended for a maximum of six months providing the employee is actively applying for CMU vacancies. Reinstatement is dependent upon the positions available and selection of the employee through the normal recruitment process. If the employee is not successful in obtaining a CMU position by the end of the six-month extension, they will be considered a voluntary termination.

Employees can arrange to continue the medical/prescription drug, dental and/or life insurance that they were enrolled in at the time the leave was requested. The employee must pay the full premium during the leave in order for the coverage to continue and must contact Benefits & Wellness/HR to arrange for payments or obtain additional information.

To avoid cancellation of benefits, payment must be made within 30 calendar days of the start of the unpaid leave of absence.

#### Medical Verification

Medical verification will include the diagnosis, prognosis and treatment plan. The physician must indicate why the injury/illness is debilitating and the anticipated duration of the injury/illness.

### **G. MILITARY LEAVE**

#### Short Tour of Duty

Upon request and presentation of a copy 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 the 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. The employee is to take the leave, whenever possible, at the convenience of CMU. Ten-month employees are encouraged to take their military tour without pay during their two-month recess whenever possible however if they must take their tours of duty during their ten-month work year they will be granted a military leave.

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. Alternatively, if the employee requests and is scheduled for vacation during this leave, the employee will receive full vacation pay rather than receiving the difference in pay as described above. Further, if the military pay is more than their CMU pay, employees are likewise permitted to request and be scheduled to use any accrued vacation leave instead of unpaid leave.

It is highly recommended that the employee attach a copy of their military orders to the leave request.

#### Extended Military Service

Any employee who leaves CMU to serve in the U.S. Armed Forces 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 the link in [Appendix B](#).

It is highly recommended that the employee attach a copy of their military orders to the leave request.

### **H. PERSONAL LEAVE**

Salaried employees have an obligation to fulfill their job responsibilities in a complete and satisfactory manner, thus, no specific amount of personal leave is granted. The university recognizes that a reasonable amount of time is needed

to meet personal needs that cannot be met outside of regular work time, e.g., attending to personal business. The amount of time approved is at the discretion of the supervisor, though as a guide personal leave for salaried employees should approximate three days per year. Employees shall arrange for taking paid personal leave with their supervisors in advance. Absences of four or more hours in a regular workday should be charged as personal (PA = approved leave with pay) and charged in one-half day increments. Personal time cannot be used to extend a leave of absence.

#### Personal Leave without Pay

Personal leaves of absence without pay of up to three months may be granted for personal reasons, such as education or settlement of an estate but not for the purpose of employment elsewhere (includes self-employment). Leaves of absence of this type may be extended but the total leave time shall not exceed three years. To request a personal leave of absence without pay, the employee must complete a leave of absence form, which is available at the link labeled Personal Leave without Pay in [Appendix B](#). The request is to be submitted to the immediate supervisor and requires the approval of senior management.

CMU cannot guarantee reinstatement from a personal leave without pay unless the supervisor agrees to hold the position for the person. If the supervisor does not agree to hold the position, reinstatement upon return from leave will be dependent upon positions available and selection through the normal recruitment process. If the employee does not return from the leave, they will be considered a voluntary termination.

If approved for a personal leave without pay, employees can arrange to continue the medical, prescription drug, dental and/or life insurance coverage that they were enrolled in at the time the leave was requested. The employee must pay the full premium during the leave in order for the coverage to continue and must contact Benefits & Wellness/HR to arrange for payments or obtain additional information.

To avoid cancellation of benefits, payment must be made within 30 calendar days of the start of the unpaid leave of absence.

### **I. VACATION**

Regular employees accrue paid vacation time based on each pay period worked. Salaried employees with 100% appointments and five or fewer years of service are eligible for a total annual accrual of twenty days of vacation per year. Beginning with the sixth year of service, the accrual rate will be twenty-two days per year. Employees whose appointment is less than one-hundred percent but greater than fifty percent accrue vacation time on a prorated basis according to the ratio of their appointment to a 100% appointment. Vacation is only accrued during periods when the employee is in a paid status.

It is expected that vacations will be taken at a time agreeable to both the employee and CMU. If a holiday falls within an employee's vacation, the

employee will be paid holiday pay for that day. Employees may use vacation time in units of not less than one-half day, except as provided in the tuition program. An employee may accrue up to 300 hours of vacation time. Vacation time in excess of 300 hours will be lost. Employees who terminate employment with at least four weeks' notice will receive pay for accrued and unused vacation time accumulated as of their termination date up to a maximum of 160 hours, provided that the termination was not due to the employee's criminal or other unlawful conduct, or any violation of any university policy. The last day worked is the termination date. Vacation cannot be used to extend the date of termination; except that the university reserves the right to approve employees who qualify for CMU Retiree status to use vacation time through the effective date of separation or retirement, depending on operational needs and departmental budget restrictions.

## **V. PAY**

### **A. DETERMINATION OF SALARY**

Salaries for Senior Officers are primarily determined based on market and other internal comparators. Human Resources gathers relevant information and submits a salary recommendation to the President and Provost (if applicable). The President authorizes salaries for all Senior Officers.

For further details, see the link to CMU's Compensation Philosophy policy in [Appendix B](#).

### **B. GENERAL SALARY INCREASE**

Senior Officer salaries and benefits are compared annually to other Michigan state universities, regional institutions, and peer universities nationwide. This procedure is conducted to ensure that market competitiveness is maintained. Annual salary adjustments are generally provided at the beginning of the fiscal year. If an annual salary adjustment is approved, Employees in a paid status on June 30<sup>th</sup> may be eligible for the annual salary adjustment. Employees who are completing a Performance Improvement Plan (PIP) will not be eligible to receive an adjustment until after successful completion of the PIP, and upon recommendation of the supervisor and approval from the President.

Annual salary adjustments are announced via email.

### **C. SALARY ADJUSTMENTS (AD HOC)**

Supervisors have the flexibility to request in-grade salary adjustments to address market issues, recognize a permanent increase in responsibility or for other legitimate business reasons. Additional compensation can also be requested for employees who temporarily assume the majority of responsibilities associated with a vacancy or for other legitimate business reasons. All requests must be reviewed and approved by Human Resources and require the approval of the President prior to processing.

Additional compensation requests must be completed on-line by accessing the electronic personnel transactions in CentralLink; see the link in [Appendix B](#).

**D. SUPPLEMENTAL ASSIGNMENT PAY**

Senior Officers are not eligible for additional compensation for supplemental assignments. This does not include Senior Officers who assume interim appointments at a higher reporting-level relationship, or for Senior Officers who teach classes as outlined in the Supplemental Assignment Pay policy; see the link in Appendix B.

**E. 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 a checking or savings account 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, see Electronic Pay Options in [Appendix B](#).

**F. PAYROLL PROCESS**

Salaried employees are on a semi-monthly payroll cycle. Salaried employees 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, the pay date will be the Friday before. CMU reserves the right to modify pay cycles, as it deems appropriate. Pay schedules for the current year are available at the link in [Appendix B](#).

Salaried employees are required to report absences in one-half day increments. Part-time salaried employees report either one-half day increments or their full shift, whichever applies.

VI. APPENDIX A – Premiums and Contributions 2022-23

**CMU CHOICES - Salaried (24) Per Pay Premiums and Contributions**

PREMIUMS	MEDICAL/PRESCRIPTION		DENTAL		VISION		LIFE	DISABILITY		
CARRIERS / PLANS	Blue Cross Blue Shield / CVS Caremark	Blue Cross Blue Shield	Guardian		VSP		Hartford	Hartford		
	PPO 2	HSA-Advantage HDHP	Core	Buy-Up	Standard	Premium				
SINGLE	\$318.41	\$289.56	\$16.93	\$29.12	\$3.20	\$4.99	\$.0225 up to 2X	PLAN	50%	67%
2 PERSON	\$658.98	\$596.27	\$34.88	\$59.99	\$6.41	\$9.98	Dependent Child/ren: \$2.19=\$25,000	STD (45 days)	0.0300	0.0500
FAMILY	\$805.51	\$729.48	\$43.51	\$75.72	\$10.31	\$16.06		LTD (6 months)	n/a	0.1750

GROUP	SO (FT)
<b>MEDICAL / PRESCRIPTION</b>	
SINGLE	\$282.33
2 PERSON	\$581.36
FAMILY	\$711.25
<b>DENTAL</b>	
SINGLE	\$13.85
2 PERSON	\$28.53
FAMILY	\$35.59
<b>LIFE / AD&amp;D (per \$1,000)</b>	
CORE AMOUNT	2 x
UNIVERSITY CONTRIBUTIONS	\$0.0225
<b>LTD (per \$100 covered salary)</b>	
67%	\$0.175

## VII. APPENDIX B – HR & RELATED WEB LINKS

ACCOMMODATION [https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/4/p0402408226364-e62c-4b16-ab5f-07b418dfec0.pdf?sfvrsn=caab684\\_3](https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/4/p0402408226364-e62c-4b16-ab5f-07b418dfec0.pdf?sfvrsn=caab684_3)

AFFIRMATIVE ACTION <https://www.cmich.edu/offices-departments/OCRIE/>

ALTERNATIVE WORK SCHEDULE POLICY [https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/4/p04030ac49e231-282f-483c-b736-2bf352650769.pdf?sfvrsn=c3fcbdc9\\_3](https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/4/p04030ac49e231-282f-483c-b736-2bf352650769.pdf?sfvrsn=c3fcbdc9_3)

BENEFITS IN BRIEF – SO [https://www.cmich.edu/docs/default-source/finance-and-administrative-services-division/human-resources/benefits/benefits-in-brief/senior-officer-benefit-in-brief.pdf?sfvrsn=28635841\\_11](https://www.cmich.edu/docs/default-source/finance-and-administrative-services-division/human-resources/benefits/benefits-in-brief/senior-officer-benefit-in-brief.pdf?sfvrsn=28635841_11)

BLOODBORNE PATHOGENS POLICY [https://www2.cmich.edu/fas/fsr/rm/ehs/written\\_plans/Pages/default.aspx](https://www2.cmich.edu/fas/fsr/rm/ehs/written_plans/Pages/default.aspx)

CATASTROPHIC LEAVE [https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/4/p04001202f475b-11c5-4810-b0ac-f035a48c7154.pdf?sfvrsn=22a0da81\\_3](https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/4/p04001202f475b-11c5-4810-b0ac-f035a48c7154.pdf?sfvrsn=22a0da81_3)

**CentralLink** FOR JOB DESCRIPTION CHANGES, SALARY ADJUSTMENTS, SUPPLEMENTAL ASSIGNMENT PAY & TERMINATION OF EMPLOYMENT [search keyword: Human Resources](#); [click on Personnel Transactions](#) <https://www2.cmich.edu/fas/hr/Pages/default.aspx>

CLOSING CAMPUS OR BUILDINGS, CANCELLATION OF CLASSES [https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/3/p030181451b217-f1ef-4da2-952f-eff13d387013.pdf?sfvrsn=9ae1dc0a\\_3](https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/3/p030181451b217-f1ef-4da2-952f-eff13d387013.pdf?sfvrsn=9ae1dc0a_3)

CMU Choices – The Central Michigan University Flexible Benefits Plan <https://www.cmich.edu/about/human-resources/benefits-wellness>

COMPENSATION PHILOSOPHY POLICY [https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/4/p040217a0f376b-195b-47d9-84a6-3ac1f39a8da5.pdf?sfvrsn=7ca14689\\_3](https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/4/p040217a0f376b-195b-47d9-84a6-3ac1f39a8da5.pdf?sfvrsn=7ca14689_3)

CONTINUATION OF INSURANCE COVERAGE – COBRA <https://www.cmich.edu/about/human-resources/benefits-wellness/cobra-continuation-coverage>

DISCIPLINE AND DISCHARGE –refer to the Progressive Discipline handbook: <https://www2.cmich.edu/fas/hr/HREmployeeRelations/Pages/Progressive-Discipline.aspx>

DISCOUNTS AND SERVICES <https://www.cmich.edu/about/human-resources/benefits-wellness/employee-discounts>

DRUG-FREE WORKPLACE POLICY [https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/3/p030252af7e919-063d-4227-8d74-f23fb4eb57d0.pdf?sfvrsn=263d4ce\\_3](https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/3/p030252af7e919-063d-4227-8d74-f23fb4eb57d0.pdf?sfvrsn=263d4ce_3)

ELECTRONIC PAY OPTIONS [https://www2.cmich.edu/fas/fsr/OAC/Payroll/My\\_Pay/Pages/default.aspx](https://www2.cmich.edu/fas/fsr/OAC/Payroll/My_Pay/Pages/default.aspx)

EMERGENCY MANAGEMENT <https://www.cmich.edu/about/emergency-management>

- CENTRAL ALERT <https://www.cmich.edu/about/emergency-management/central-alert>

EMPLOYEE ASSISTANCE PROGRAM (EAP) <https://www.cmich.edu/about/human-resources/benefits-wellness/health-advocate>

EMPLOYEE IDENTIFICATION CARD (Central ID) <https://www.cmich.edu/offices-departments/finance-administrative-services/auxiliary-services/centralcard>

EMPLOYEE WELLNESS <https://www.cmich.edu/about/human-resources/benefits-wellness/health-advocate>

ENVIRONMENTAL HEALTH & SAFETY <https://www.cmich.edu/offices-departments/finance-administrative-services/financial-services-reporting/risk-management-environmental-health-safety/environmental-health-safety>

EQUAL OPPORUNITY AND AFFIRMATIVE ACTION PROTOCOL [https://www.cmich.edu/docs/default-source/president's-division/ocrie/equal-opportunity-and-affirmative-action-protocol422b6e00-0775-4183-b7d7-8858e78b412d.pdf?sfvrsn=96293e2a\\_9](https://www.cmich.edu/docs/default-source/president's-division/ocrie/equal-opportunity-and-affirmative-action-protocol422b6e00-0775-4183-b7d7-8858e78b412d.pdf?sfvrsn=96293e2a_9)

EXPENSE REIMBURSEMENT <https://www2.cmich.edu/fas/fsr/OAC/Travel-Business-Expenses/Pages/default.aspx>

FAMILY & MEDICAL LEAVE [https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/4/p04003ba07520d-57be-4066-8021-c9743fbb63fe.pdf?sfvrsn=cb940156\\_3](https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/4/p04003ba07520d-57be-4066-8021-c9743fbb63fe.pdf?sfvrsn=cb940156_3)

HOLIDAYS <https://www2.cmich.edu/fas/hr/Pages/Holidays.aspx>

JOB DESCRIPTIONS See **CentralLink** above

LEADERSHIP STANDARDS <https://www.cmich.edu/about/university-leadership/office-president/leadership-standards-initiative>

MEDICAL/SICK LEAVE [https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/4/p04003ba07520d-57be-4066-8021-c9743fbb63fe.pdf?sfvrsn=cb940156\\_3](https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/4/p04003ba07520d-57be-4066-8021-c9743fbb63fe.pdf?sfvrsn=cb940156_3)

MEDICAL LEAVE WITHOUT PAY [https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/4/p04019218b6dee-b535-4b13-930e-0283643f8752.pdf?sfvrsn=2882cca7\\_3](https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/4/p04019218b6dee-b535-4b13-930e-0283643f8752.pdf?sfvrsn=2882cca7_3)

MILITARY LEAVE [https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/4/p0400546d4380d-4c21-4a00-9856-8c36230dd595.pdf?sfvrsn=64a738c3\\_3](https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/4/p0400546d4380d-4c21-4a00-9856-8c36230dd595.pdf?sfvrsn=64a738c3_3)

MILITARY SERVICE, EXTENDED <https://www.dol.gov/agencies/vets/programs/userra/USERRA-Pocket-Guide>

MOVING EXPENSES [https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/4/p040154b89ee44-f729-47f0-a7aa-56b29c6ac8f7.pdf?sfvrsn=1edd92c1\\_3](https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/4/p040154b89ee44-f729-47f0-a7aa-56b29c6ac8f7.pdf?sfvrsn=1edd92c1_3)

MPSERS <http://www.mi.gov/orsschools>

NEPOTISM POLICY [https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/4/p04016f89e6827-eca8-4660-a70f-9dc2caf1ddab.pdf?sfvrsn=d372ba25\\_3](https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/4/p04016f89e6827-eca8-4660-a70f-9dc2caf1ddab.pdf?sfvrsn=d372ba25_3)

NEW HIRE CHECKLIST <https://www2.cmich.edu/fas/hr/Documents/new-hire-checklist.pdf>

ORIENTATION FOR NEW EMPLOYEES [https://www2.cmich.edu/fas/hr/Pages/New\\_Employee.aspx](https://www2.cmich.edu/fas/hr/Pages/New_Employee.aspx)

PARKING <https://www.cmich.edu/about/campus-safety/cmu-police/parking-services>

PARKING PORTAL <https://parking.cmich.edu/>

PAYROLL – SCHEDULES [https://www2.cmich.edu/fas/fsr/OAC/Payroll/Calendars\\_Schedules/Pages/default.aspx](https://www2.cmich.edu/fas/fsr/OAC/Payroll/Calendars_Schedules/Pages/default.aspx)

PERFORMANCE EVALUATIONS See **CentralLink**: search keyword: Human Resources, click on Performance Reviews



PERSONAL LEAVE WITHOUT PAY [https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/4/p04019218b6dee-b535-4b13-930e-0283643f8752.pdf?sfvrsn=2882cca7\\_3](https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/4/p04019218b6dee-b535-4b13-930e-0283643f8752.pdf?sfvrsn=2882cca7_3)

PROBATIONARY PERIOD REVIEW FORM – Go to **CentralLink** and search: Probationary Review Form

PROFESSIONAL DEVELOPMENT <https://www.cmich.edu/about/human-resources/professional-development-programs>

RESEARCH OPPORTUNITIES <https://www.cmich.edu/offices-departments/office-research-graduate-studies/office-of-sponsored-programs/technology-transfer-and-commercialization>

SALARY ADJUSTMENTS – ADDITIONAL COMPENSATION [https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/4/p04022182bfd59-1305-4cb4-acef-bafa16b585d9.pdf?sfvrsn=e62ebffe\\_3](https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/4/p04022182bfd59-1305-4cb4-acef-bafa16b585d9.pdf?sfvrsn=e62ebffe_3)

SENIOR OFFICER SEARCHES [https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/4/p040135d93b448-b265-4c6d-b70b-496c75b2e984.pdf?sfvrsn=d1ff4d08\\_3](https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/4/p040135d93b448-b265-4c6d-b70b-496c75b2e984.pdf?sfvrsn=d1ff4d08_3)

SEXUAL AND GENDER-BASED MISCONDUCT POLICY [https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/3/p03039234fa7f0-94b6-414a-9dcd-24994cd030d3.pdf?sfvrsn=2f7e3db9\\_3](https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/3/p03039234fa7f0-94b6-414a-9dcd-24994cd030d3.pdf?sfvrsn=2f7e3db9_3)

STATUS CHANGE FOR BENEFITS <https://www.cmich.edu/about/human-resources/benefits-wellness/benefit-status-changes>

SUPPLEMENTAL ASSIGNMENT PAY [https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/3/p03015334a7c93-a95e-4c2a-bc19-81e626f0c35f.pdf?sfvrsn=57fa2fa2\\_3](https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/3/p03015334a7c93-a95e-4c2a-bc19-81e626f0c35f.pdf?sfvrsn=57fa2fa2_3)  
To process see **CentralLink** above

TAX DEFERRED INVESTMENT OPPORTUNITIES <https://www.cmich.edu/about/human-resources/benefits-wellness/retirement-plans>

TEACHING ASSIGNMENTS [https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/3/p03015334a7c93-a95e-4c2a-bc19-81e626f0c35f.pdf?sfvrsn=57fa2fa2\\_3](https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/3/p03015334a7c93-a95e-4c2a-bc19-81e626f0c35f.pdf?sfvrsn=57fa2fa2_3)

TERMINATION OF EMPLOYMENT See **CentralLink** above

TOBACCO FREE POLICY [https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/3/p030277031b6e7-4f76-4874-8996-c942a855f905.pdf?sfvrsn=eca3671f\\_3](https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/3/p030277031b6e7-4f76-4874-8996-c942a855f905.pdf?sfvrsn=eca3671f_3)

TOBACCO FREE POLICY WEBPAGE <https://www.cmich.edu/about/human-resources/tobacco-free-policy>

TUITION BENEFIT <https://www.cmich.edu/about/human-resources/benefits-wellness/tuition-benefit-program>

UNIVERSITY RECREATION <https://www.cmich.edu/student-life/clubs-and-recreation/university-recreation>

VACANT POSITIONS <https://www.jobs.cmich.edu/>

WELLNESS AND SAFETY PROGRAMS:

- Risk Management, Environmental Health & Safety <https://www.cmich.edu/offices-departments/finance-administrative-services/financial-services-reporting/risk-management-environmental-health-safety/environmental-health-safety>

- Benefits & Wellness <https://www.cmich.edu/about/human-resources/benefits-wellness>
- CMU Cares Team <https://www.cmich.edu/student-life/cmu-cares>
- Student Activity Center <https://www.cmich.edu/student-life/clubs-and-recreation/university-recreation/memberships-reservations>

WORK ACCOMODATION POLICY [https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/4/p0402408226364-e62c-4b16-ab5f-07b418dfecc0.pdf?sfvrsn=caab684\\_3](https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/4/p0402408226364-e62c-4b16-ab5f-07b418dfecc0.pdf?sfvrsn=caab684_3)

WORK-RELATED INJURIES/WORKER'S COMPENSATION <https://www2.cmich.edu/fas/hr/HREmploymentServices/Pages/Workers-Compensation-Leave.aspx>

## **INDEX**

### **A**

ACCOMMODATION.....	7
ACTIVE STATUS/ACTIVE EMPLOYEE, Definition .....	6
AFFIRMATIVE ACTION/NON-DISCRIMINATION.....	7
APPENDIX A-Premiums and Contributions.....	30
APPENDIX B – HR & RELATED LINKS.....	31
APPOINTMENT TYPES .....	8

### **B**

BENEFITS.....	19
BLOODBORNE PATHOGENS.....	16

### **C**

CALENDAR DAYS, Definition .....	6
CATASTROPHIC LEAVE .....	25
CLOSING CAMPUS OR BUILDINGS, CANCELLATION OF CLASSES.....	9
CMU CARES/TAKE CARE INITIATIVE.....	16
CMU CHOICES – The Central Michigan University Flexible Benefits Plan .....	19
CMU RETIREE STATUS.....	14
CONTINUATION OF INSURANCE COVERAGE - COBRA .....	20
COURT REQUIRED SERVICE .....	21

### **D**

DEFINITIONS.....	6
DETERMINATION OF SALARY.....	28
DISCOUNTS AND SERVICES.....	20
DRUG-FREE WORKPLACE .....	17

### **E**

ELECTRONIC PAY OPTIONS .....	29
EMERITUS STATUS.....	14
EMPLOYEE ASSISTANCE PROGRAM (EAP) .....	17
EMPLOYEE IDENTIFICATION CARD (CAMPUS ID) .....	9
EMPLOYEE WELLNESS .....	17
EMPLOYER RIGHTS.....	10
ENVIRONMENT HEALTH & SAFETY.....	17
EXPENSE REIMBURSEMENT .....	10
EXTENDED MILITARY SERVICE .....	26

### **F**

FAMILY & MEDICAL LEAVE.....	22
FITNESS .....	18
FULL-TIME, Definition .....	6
FUNERAL LEAVE .....	22

## **G**

GENERAL INFORMATION .....	7
GENERAL SALARY INCREASE .....	28

## **H**

HOLIDAYS .....	22
HOLIDAYS, ADDITIONAL .....	22
HOLIDAYS, LEGAL .....	22
HOLIDAYS, OTHER .....	23

## **I**

INTERIM APPOINTMENT .....	9
INTRODUCTION .....	2

## **J**

JOB DESCRIPTIONS .....	10
------------------------	----

## **L**

LEADERSHIP STANDARDS .....	11
LEAVE TIME .....	21

## **M**

MEDICAL LEAVE WITHOUT PAY .....	25
MEDICAL VERIFICATION .....	26
MILITARY LEAVE .....	26
MOVING EXPENSES .....	11

## **N**

NEPOTISM POLICY .....	11
-----------------------	----

## **O**

ORIENTATION FOR NEW EMPLOYEES .....	11
-------------------------------------	----

## **P**

PARKING .....	11
PART-TIME, Definition .....	6
PAY .....	28
PAYROLL PROCESS .....	29
PERFORMANCE EVALUATION .....	12
PERSONAL LEAVE .....	26
PERSONAL LEAVE WITHOUT PAY .....	27
PERSONNEL FILES .....	12
PRIVACY (Expectation of) .....	12
PROFESSIONAL DEVELOPMENT .....	12
PRORATING, Definition .....	6
PROVISIONAL, Definition .....	6

## **R**

RECOGNITION .....	13
-------------------	----

REGULAR APPOINTMENT, AT WILL STATUS .....	9
RESEARCH OPPORTUNITIES .....	13
RETIREMENT .....	20
REVIEWING AUTHORITY, Definition .....	6

**S**

SALARIED, Definition.....	6
SALARY ADJUSTMENTS (AD HOC).....	28
SEASON TICKETS .....	21
SENIOR MANAGEMENT, Definition .....	7
SENIOR OFFICER (SO), Definition.....	7
SERVICE AWARDS .....	13
SEXUAL MISCONDUCT POLICY .....	13
SHORT TOUR OF DUTY .....	26
SICK/MEDICAL LEAVE.....	23
SICK/MEDICAL LEAVE WITH PAY .....	23
SPOUSE TRAVEL.....	10
SUPPLEMENTAL ASSIGNMENT PAY .....	29

**T**

TAX DEFERRED INVESTMENT OPPORTUNITIES.....	21
TERMINATION OF EMPLOYMENT .....	13
TERMINATION PAYMENT.....	14
TERMINATION PAYMENT/TRANSITION LEAVE .....	14
TERMINATION, Definition.....	7
TOBACCO-FREE WORKPLACE .....	18
TRANSITION LEAVE .....	15
TRAVEL ACCIDENT INSURANCE .....	21
TUITION BENEFIT .....	21

**U**

UNPAID TIME .....	23
-------------------	----

**V**

VACANT POSITIONS .....	16
VACATION .....	27

**W**

WELLNESS AND SAFETY PROGRAMS.....	16
WORK ACCOMODATIONS .....	18
WORK DAY, Definition .....	7
WORK SCHEDULES .....	18
WORK WEEK, Definition.....	7
WORK-RELATED INJURIES/WORKER'S COMPENSATION .....	18