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and

Agreement Between

6-30-74

Central Michigan University

Faculty Association

CONTENTS

Agreement
Purpose and Intent
Recognition
Aid to Other Collective Bargaining Agents
Deduction of Association Dues
Special Conferences
Grievance Procedure
Departmental Procedures
Association Beview Procedure
Off-Campus Courses1
Correspondence Courses
Teaching Opportunities Additional to Semester Teaching 1
Spring Session
Professional Awards and Distinguished Professorship 1
Leaves of Absence
Sabbatical Leaves
Sick Leave
Funeral Leave
Necessity Leave
Leave of Absence Without Salary
Military Leave
Maternity Leave 1
Leave for Court-Required Service 2
Medical Condition Following Leave 2
Life Insurance 2
Disability Income Benefit 2
Retirement
Participation 2
Mandatory Retirement Age 2
Retirement Service Award 2
Fee Remission 2
Hognital and Surgical Insurance 2
Vacations
Accident Incurance 2
Conference for Assistance to Non-Tenured Faculty Members 2
Promotions 2
Salary2
Strikes 3
Validity 3
Effective Dates 3
Contract Documents 3
Sumiamental Agreements
Contract Documents 3 Supplemental Agreements 3 Termination of Agreement i through
Letters of Agreement i through
The set of

AGREEMENT

This Agreement entered into this 21st day of May, 1971 is between Central Michigan University (hereinafter referred to as "UNIVERSITY") and the Central Michigan University District of Michigan Association of Higher Education (name changed to "Central Michigan University Faculty Association" effective December 9, 1970—herein called "ASSOCIATION").

PURPOSE AND INTENT

The general purpose of this Agreement is to set forth agreements reached between the University and the Association with respect to wages, hours, and other terms and conditions of employment for employees in the bargaining unit described in the Recognition clause below.

RECOGNITION

The University acknowledges the expressed desire of persons described in the bargaining unit described below to be represented by the Association as indicated in the election held on September 24, 1969, and does hereby recognize for the term of this Agreement said Association as a collective bargaining agent with respect to wages, hours, and other terms and conditions of employment for the persons included in the following bargaining unit:

- "(a) All regular, full-time, full-salaried (10 or 12 months) Central Michigan University faculty who hold faculty rank and carry at least one-half load in teaching or research;
- (b) All regular, full-time, full-salaried (10 or 12 months) Central Michigan University professional librarians, coaches, counsellors, and department chairmen;
- (c) Regular part-time faculty who hold faculty rank carrying at least two-thirds teaching load;
- EXCEPT graduate assistants, coordinators, visiting faculty, supervisors, confidential employees (as the term is used in labor relations), administrators, deans, associate deans, assistant deans, vice presidents, vice provosts, the provost, and the president."

AID TO OTHER COLLECTIVE BARGAINING AGENTS

The University shall not aid, promote, or finance any collective bargaining agent which purports to engage in collective bargaining

3

or make any agreement with such agent for the purpose of undermining the Association.

DEDUCTION OF ASSOCIATION DUES

(a) Payment by Deduction

During the life of this Agreement, the University agrees in accordance with, and to the extent of, any applicable State or Federal laws to deduct monthly membership dues in an amount established by the Association, proportionately each pay period, from the wages due all members of the Association who individually and voluntarily give the University written authorization to do so and shall forward such dues to the Treasurer of the Association at an address furnished in writing to the University by the Association on or before the seventh (7th) day after each pay period. Such written authorization shall continue for the duration of this Agreement unless the employee gives written notice of termination to the University and the Association at least fifteen (15) days prior to any pay period of this Agreement. The Association agrees to indemnify and save the University harmless against any and all claims, suits, or other forms of liability arising out of the deduction of money for Association dues from any employee's pay. The Association assumes full responsibility for the disposition of the monies so deducted once they have been turned over to the Treasurer of the Association as set forth above.

The aforementioned authorization shall be in the following form:

Central Michigan University Payroll Deduction Authorization

I, ______, hereby authorize the University to deduct from my earnings each bi-weekly payroll period the indicated amount and to remit this deduction to the needed agency. Purpose of Deduction: Faculty Association Dues;

Effective Date: __/__/__

Amount of Deduction: ______ (or such change in amount as levied by the Association after 30 days notice to the Business Office of the larger amount.)

Deduction to be Remitted to:

Dated:__/___ Signature _____ Soc. Sec. No. _____ Department: _____

(b) Deductions

Deductions shall be made only in accordance with the provisions of said Authorization for Deduction of Dues, together with the provisions of this Agreement. The University shall have no responsibility for the collection of membership dues and special assessments, or any other deductions not in accordance with this provision.

(c) Delivery of Executed Authorization of Payroll Deduction Form

A properly executed copy of such Authorization for Deduction of Dues form for each bargaining unit member for whom the District membership dues are to be deducted hereunder shall be delivered to the University before any payroll deductions are made. Deductions shall be made thereafter only under Authorization for Deduction of Dues forms which have been properly executed and are in effect. Any Authorization for Deduction of Dues which is incomplete or in error will be returned to the local Association Treasurer by the University.

(d) When Deductions Begin

Deductions under all properly executed Authorization for Deduction of Dues forms shall become effective at the time the application is tendered to the University and shall be deducted from the first (1st) pay period beginning after that date and each pay period thereafter provided the bargaining unit member has sufficient net earnings to cover such payment.

(e) Refunds

In cases where a deduction is made that duplicates a payment that an employee already has made to the Association, or where a deduction is not in conformity with the provisions of the Association Constitution or By-Laws, refunds to the bargaining unit member will be made by the Association.

(f) Termination of Deduction

A bargaining unit member shall cease to be subject to deductions beginning with the pay period immediately following the month in which he is no longer a member of the bargaining unit. The Association shall be notified by the University of the names of such employees following the end of the pay period in which the termination took place.

(g) Disputes Concerning Deduction

Any dispute between the Association and the University which may arise as to whether or not a bargaining unit member properly executed or properly revoked an Authorization for Deduction of Dues form, shall be reviewed with the bargaining unit member by a representative of the Association and the designated representative of the University. Should this review not dispose of the matter, the dispute may be referred to the grievance procedure provided hereunder. Until the matter is disposed of, no further deductions shall be made.

(h) Limit of University's Liability

The University shall not be liable to the Association by reason of the requirements of this Agreement for the remittance or payment of any sum other than that constituting actual deductions made from wages earned by bargaining unit members.

(i) List of Members Paying Dues Directly

The Association shall furnish the University, within thirty (30) days after the effective date of this Agreement, the names of all members paying dues directly to the Association. Thereafter the Association will furnish the University a monthly list of any changes.

(j) Disputes Concerning Membership

Any dispute arising as to a bargaining unit member's membership in the Association shall be reviewed by the designated representative of the University and a representative of the Association, and if not resolved, may be decided at the University Conference on Contract Grievances.

SPECIAL CONFERENCES

Special conferences for important matters shall be arranged between the President of the Association or his delegate and the designated representative of the University upon request of either party. Such meetings shall be between a maximum of four (4) representatives of the University and a maximum of four (4) representatives of the Association with more attending by mutual agreement of the parties. Arrangements for such a special conference shall be made in advance, and an agenda of the matters to be taken up at the meeting shall be presented at the time the conference is requested. Matters taken up in a special conference shall be confined to those included in the agenda. If the University and the Association both consent, agreements reached at a special conference shall be reduced to writing and then serve as precedent for future similar issues during the life of this Agreement. Special conferences shall not be used as a substitute for negotiation of agreements between the Association and the University.

During the life of this Agreement the University-wide policies on the following matters shall be changed only after special conference:

- 1. Academic freedom
- 2. Academic tenure
- 3. Denial of reappointment and tenure
- 4. Dates for notice of termination of probationary appointments
- 5. Dismissal for cause of tenured faculty

GRIEVANCE PROCEDURE

A grievance is an alleged violation of this Agreement.

Grievances shall be presented and processed as set forth below. Two or more bargaining unit members alleging the same violation of this Agreement may bring the same grievance under this procedure.

Faculty members are encouraged to work out claimed violations of this Agreement within their department or through their department chairmen without resort to the informal or formal grievance procedure whenever possible.

A. Presenting An Informal Grievance (unwritten)

i. An aggrieved party shall ask the Office of the Provost for a personal conference for the purpose of resolving the matter. The conference shall be attended by a representative of the Office of the Provost. The aggrieved party may request any member of the University to attend the meeting. The representative of the office of the Provost may request any member of the University to attend. If both parties feel that the matter may be solved by additional conferences, they may hold one or more for this purpose. If a solution is achieved in the conferences, the matter shall be terminated. Any solution achieved at the informal stage of this grievance proce-

7

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dure shall not constitute a binding precedent in the settlement of similar grievances.

- ii. If the matter is not resolved in A (i), the grievant may refer the matter to the Association Committee on Contract Grievances which shall be established by the Association. The grievant shall present his grievance to the Association Committee on Contract Grievances. The Committee shall determine the following:
 - a. Whether the grievance arises out of a violation of this Agreement and, in addition, whether, as a matter of policy, the Association wishes to pursue the grievance to the formal steps in the grievance procedure.
 - b. Whether there may be other ways to resolve the grievance than through the grievance procedure. If so, the Association may attempt the use of other legitimate means to solve the grievance before continuing with the grievance procedure, but in no event shall this clause be interpreted to mean that the Association is empowered to work with authority higher than the Office of the Provost at this stage in this procedure.

If the Association Committee for Contract Grievances has determined that the grievance arises out of the Agreement; that, as a matter of policy, the Association wishes to pursue the grievance; and that the grievance procedure is the proper method to use for resolving the problem, the Association Committee for Contract Grievances shall prepare a statement which:

- a. states that the foregoing determinations have been made,
- b. states the clauses in this Agreement which are the basis for the grievance, and
- c. states the claim as to how this Agreement is being violated.
- **B.** Presenting A Formal Grievance

Step One (1) Office of Provost (written)

If the grievant and the Association wish to commence formal grievance procedures, the statement prepared by the Association Committee on Contract Grievances must be presented to the Office of the Provost within sixty (60) calendar days after the occurrence of the grievance in order for the matter to be proper for the grievance procedure. This time limit may be extended by mutual agreement. Following submission of the written grievance, a time for meeting between the grievant (and, if he requests, a representative from the Association) and the Office of the Provost shall be arranged. No longer than 10 calendar days shall elapse before the date and time for a meeting are set by the representative of the Association Committee on Contract Grievances and the Office of the Provost. The date for the meeting shall not be set later than 21 days after submission of the written grievance. The time limits may be extended by mutual agreement.

The Office of the Provost shall answer the grievance in writing within seven (7) calendar days from the date of the meeting at which the grievance was discussed, unless the time limit is extended by mutual agreement. A grievance not appealed, as provided in Step 2 below, within ten (10) calendar days after the answer from the Office of the Provost shall be considered settled on the basis of the last answer and not subject to further review. The time limits may be extended by mutual agreement.

Step Two (2) University Conference on Contract Grievances

If the matter is not resolved at the first step, the Association Committee on Contract Grievances shall meet and reconsider the matter. If after the meeting, the Association Committee on Contract Grievances wishes to carry the matter further, it shall, within ten (10) calendar days after the University's answer at the first step, refer the matter to the University Conference on Contract Grievances. The time limit may be extended by mutual agreement.

The Association will prepare a record which will consist of the original written grievance prepared by the Association, written answers to the grievance and other written records as there may be in connection with the matter together with any additional information and facts the Association deems pertinent and forward the same to the Office of the Provost together with a notice that the answer of the Office of the Provost with respect to the grievance is not satisfactory.

The matter shall then be submitted to the University Conference on Contract Grievances for disposition within fourteen (14) calendar days after the submitting of the aforementioned papers to the Office of the Provost. The time limit may be extended by mutual agreement. The University Conference on Contract Grievances shall consist of two (2) representatives of the University and two (2) representatives of the Association. The University and the Association may each elect to have a third person present at the University Conference on Contract Grievances who shall observe the proceedings and provide information, upon request, pertinent to the matter under consideration by the University Conference on Contract Grievances. Other persons may attend by mutual agreement.

If the University Conference on Contract Grievances is unable to reach an agreement settling the matter within thirty (30) days after the conference first meets to consider the matter, a mutually acceptable person from the academic community-at-large, including Central Michigan University, shall be choosen as a voting member of the conference. The expense, if any, of bringing such a person and his fees shall be paid equally by the Association and the University.

The University Conference on Contract Grievances shall render a written decision within thirty (30) days after its last meeting on the matter. If the members of the Conference are not able to reach agreement on the decision, the mutually acceptable person shall render his written decision and opinion within thirty (30) days after he has received all documents and position papers which the parties state at the last meeting of the Conference on the grievance that they wish to submit. The mutually agreeable person may set deadlines for the receipt of documents and position papers. Time limits may be extended by mutual agreement of the parties.

DEPARTMENTAL PROCEDURES

Members of each academic department shall develop, on or before February 1, 1972, procedures for faculty participation in:

(1) Formulating the department's criteria for recommendations;

(2) determine the recommendation of the department to the University; and

(3) formulating, if the department desires, appeal mechanisms to be used within the department;

in the following areas: selection of new faculty; retention and and termination of non-tenured faculty; tenure; promotions; teaching in summer sessions, spring sessions, off-campus and correspondence courses; and distribution of the department's professional development travel funds. The procedures developed must be approved at a meeting of the department, held at least one week after notice is given that the matter will be on the agenda, by a majority vote taken by secret ballot of those attending the meeting. Procedures adopted shall be distributed to members of the department at the first department meeting in each year.

Departments shall complete their tasks as set forth in (1), (2), and (3) above according to the procedures established by the members of the academic department on or before a date set by the department members.

A bargaining unit member who alleges that his department has acted to his detriment by violation of its procedures may within 30 days after the action of the department elect one of the three following methods to resolve the question of violation of procedure:

(a) Submit the question as to violation of procedure to the entire regular faculty of the department who shall within 30 days decide the question by secret ballot. The vote of the department shall decide the issue and if the alleged violation is found, the department shall set forth the manner for compliance with the procedures.

(b) Grieve the matter through "Procedures for Handling Questions of Professional Concern Involving One or More Members of the Teaching Faculty" (Approved by the University Board of Trustees on February 18, 1970).

(c) Grieve the matter through the Association Review Procedures contained in this Agreement if an appropriate subject.

Except for the following alleged violations, the provisions of this section on departmental procedures are not grievable under the grievance procedure contained in this Agreement:

(1) The failure of a department to develop procedures for faculty participation in: formulating the department's criteria for recommendations or determining its recommendations to the University.

(2) The failure of a department to follow the departmental review method for resolving a question as set forth in subparagraph (a) above.

If the department is found by the Contract grievance procedure to have violated this Agreement as set forth in subparagraphs (1) and (2) immediately above, the dean of the school in which the department is located shall convene the department for the purpose of carrying out the provisions of this section. It is expressly understood that a judgment rendered under departmental procedure, the criteria formulated pursuant to the above procedures, and the application of the criteria to particular Bargaining Unit Members are not grievable under the grievance procedures contained in this Agreement.

ASSOCIATION REVIEW PROCEDURE

When a member of the bargaining unit has a grievance regarding a decision concerning reappointment of a non-tenured faculty member, granting of tenure, or promotion, that bargaining unit member shall have the option of initiating the grievance as set forth in this section.

If the grievance is not resolved at the initiation stage of University Procedures, the bargaining unit member may submit a statement of his grievance in writing to the Association Committee on Contract Grievances within 60 days after the occurrence of the grievance.

The Association Committee on Contract Grievances shall review the statement and the case to determine whether:

(a) proper departmental, school or University procedures were followed

(b) errors of fact, gross prejudice, capricious action, or factors violative of academic freedom influenced the decision.

Within 15 days after the Association Committee on Contract Grievances receives the statement from the grievant, the Committee shall notify both parties involved, the Office of the Provost and the President of the Association of their findings. In an instance when a judgment of no cause is reached, all documents connected with the case shall be returned to the persons who presented them. If a judgment of cause is reached, all documents shall be deposited with the chairman of the Formal Hearing Committee. The Association Committee on Contract Grievances shall proceed as advocate for the grievant before the Formal Hearing Committee.

The Formal Hearing Committee shall hear the grievance. The President of the Association shall have the right to be present at the selection of the members of the Formal Hearing Committee. Procedures for operation of the Formal Hearing Committee shall be on file in the Office of the Provost and the Office of the President of the Association. Under this procedure, the Formal Hearing Committee shall send an additional copy of its decision to the President of the Association.

OFF-CAMPUS COURSES

Whenever a class is planned for off-campus, the request for instructional staffing should be directed to the appropriate department chairman. No faculty member shall be permitted to teach more than one (1) off-campus course at a time exclusive of summer sessions, except for one (1) hour classes requiring minimum preparation taught at approximately the same time and place.

Courses for two (2) semester hours credit normally will meet for nine three (3) hour sessions and courses for three (3) semester hours credit normally will meet for twelve three (3) hour sessions.

Preference for such assignment is given first to CMU faculty. When all departmental resources have been exhausted, department chairmen may be permitted to teach an off-campus class. Acceptance of off-campus courses shall be voluntary. However, when the faculty of a school or academic department choose to abide by accreditation standards that restrict loads which would be exceeded by off-campus teaching, the foregoing rule of preference shall be waived.

When it is necessary to appoint an individual other than a Central Michigan University faculty member to teach a college credit course, the credentials of that individual shall first be approved by the appropriate department. A written request is subsequently approved by the department chairman, the dean of the school, the Dean of Graduate Studies (when necessary), and the Provost. Community college staff, with departmental approval, may be authorized to teach lower-level college credit courses.

A. Off-Campus Driving Regulations

Faculty members engaged in off-campus work shall be provided with University cars, where such are requested, within the number available. Each faculty member shall have the option of operating a state car if one is available or receiving ten cents (\$.10) per mile if the faculty member chooses to drive his own car.

B. Off-Campus Procedures

Off-campus teaching is to be carried over and above the normal campus load. Requests to teach off-campus college credit courses

shall be transmitted by Off-Campus Education to department chairmen. Assignments will be determined by departmental criteria.

Meal allowances for off-campus teaching shall be no less than the adopted University schedule as of the signing of this Agreement.

CORRESPONDENCE COURSES

Certain courses described in the Correspondence Bulletin are offered for credit by correspondence. Assignments of faculty to courses offered shall be determined by departmental procedures. The rate for paying correspondence faculty is set forth in a later section of this Agreement.

The initiation of any credit course or any complete revision of an existing course shall first be authorized by departmental criteria and the Dean of Off-Campus Education.

All correspondence credit courses belong to the department offering the instruction, but syllabi and examinations are also deposited with Off-campus Education.

If an employee leaves the institution during the course of a class, another faculty member is assigned and payments are prorated.

No additional students are assigned after a faculty member's notice of separation has been accepted.

TEACHING OPPORTUNITIES ADDITIONAL TO SEMESTER TEACHING

Assignments for teaching in periods other than the two normal semesters shall be made on the basis of departmental criteria. An individual other than a CMU faculty member may be appointed so long as his credentials are first approved by the appropriate department.

SPRING SESSION

If a spring session is offered, by mutual agreement between an individual bargaining unit member and the University, a bargaining unit member's teaching load may be reduced during a regular semester by that member teaching a load equivalent to the load reduction in the spring session without additional compensation.

PROFESSIONAL AWARDS AND DISTINGUISHED PROFESSORSHIP

DISTINGUISHED PROFESSIONAL AWARDS

A committee is established consisting of a representative of the Association, two faculty members appointed by the Academic Senate, two full-time students (one undergraduate and one graduate) appointed by the Student Senate and one member appointed by the Provost of the University.

The University shall establish, for the 1971-72 academic year, the sum of \$6,000 for distinguished professional awards to be administered by said Committee according to standards and criteria developed by the 1970-71 Distinguished Professional Awards Committee. The Committee may make changes consistent with the general philosophy developed by the 1970-71 Committee.

DISTINGUISHED PROFESSORSHIP

The University shall appoint a distinguished visiting professor for the 1971-72 academic year.

LEAVES OF ABSENCE

1. SABBATICAL LEAVES

The Association and the University believe that sabbatical leaves may be granted to faculty so long as the purpose of the leave is to further the interests of the University as well as the faculty member.

2. SICK LEAVE

(A) Grant of Sick-Leave Days

a. Yearly sick-leave allowances are granted to full-time bargaining unit members based on years of service in the bargaining unit at the University in the following manner:

Year of Service	Gross Sick Leave Days
lst	11
2nd	20
3rd	29
4th	38
5th	45
6th and up	six calendar months

Sick-leave days are granted according to the above schedule at the commencement of a bargaining unit member's duties for his con-

tract period. Sick-leave days do not accumulate. However, sick-leave days do increase with years of service according to the schedule above.

b. Bargaining unit members who are part-time on a regular basis and permanent basis shall be entitled to sick-leave benefits prorated on the basis of the proportion of the position to a regular full-time position. Bargaining unit members who work only a portion of the contract period shall be entitled to sick-leave benefits prorated on the basis of the proportion of the said period worked compared to a regular full-time contract position.

(B) Use of Sick-Leave Days

a. Under the conditions of the sick-leave provisions, all regular or part-time bargaining unit members may use their sick-leave days in any month of the year in which they are scheduled on the payroll.

b. Amounts received by a bargaining unit member for a compensable injury (workman's compensation), social security and any disability income or continuation of income plan or program at the University are deducted from the sick-leave payment made to the bargaining unit member.

c. Each bargaining unit member desiring consideration for sick-leave benefits may be required to file with the University either a physician's statement or a sworn affidavit that the claim of sick-leave absence is *bona fide*. Until such statement is filed, if requested, all absences will be considered as lost time and the bargaining unit member's pay will be reduced accordingly.

d. Whenever a bargaining unit member has used up all of his sick-leave credit, he will be removed from the payroll until he reports back to duty, except as provided under the sick-leave bank provisions below.

e. All absences from work other than approved sick leave, other approved absences with pay, scheduled vacation days, and compensatory leave time will be without pay and proper deductions will be made from the bargaining unit member's paycheck.

f. Any regular or part-time bargaining unit member will be considered absent if he fails to appear for his regularly scheduled duties for one-half day or more because of illness or injury, and his sick-leave yearly account will be debited for that time he is absent from his duties.

(C) Records and Reports

a. The Business Office shall maintain a sick-leave record on all employees. The record shall be credited with earned sick-leave credit each month and debited periodically as sick-leave benefits are used.

b. Bargaining unit members must notify their department chairman at the earliest opportunity, when they will be off work because of illness. The department chairman is charged with the responsibility of reporting to the Business Office of the University on each payroll report all absences in his department which are chargeable against sick-leave credit. This will be the original record from which the Business Office will secure the information for the permanent record. In addition, each department or division chairman shall report verbally to the Dean's Office faculty absences in this department for that day and service staff absences to the Business Office.

(D) Definitions (For Purposes of Sick Leave)

a. Working Day

Any day of the week provided such a day is a scheduled working day for the bargaining unit member even though he does not have a class scheduled. A work week, for purpose of sick leave, shall be interpreted to mean any five (5) days of a regular work week determined by the individual faculty member's work schedule.

(E) Sick-Leave Bank

A sick-leave bank is established for use by bargaining unit members in their fifth (5th) year of service or less. Two (2) sick-leave days shall be deducted from the grant of sick leave granted to bargaining unit members in their fifth (5th) year of service or less. If any of these bargaining unit members should exhaust their grant of sick leave, they may draw from the sick-leave bank (pursuant to guidelines developed by the original Sick-Leave Bank Committee---copies available from the University or Association) and use them as though they were their own sick-leave days.

3. FUNERAL LEAVE

A bargaining unit member will be given approved absence not to exceed three days in any fiscal year if any of the following relatives die: a. spouse, children,

b. brothers, sisters, brothers-in-law, sisters-in-law

c. parents, grandparents

d. relatives living in the same household.

The exact length of the leave shall depend upon the requirement of the circumstances.

4. NECESSITY LEAVE

A bargaining unit member will be given an approved absence not to exceed two (2) days in any fiscal year for the following:

(1) Attendance at any funeral

(2) Business that cannot be attended to without missing a class. In such cases, the bargaining unit member shall make prior arrangements with his department chairman for the leave and shall make an effort to have his class responsibilities met.

(3) Illness of relative living in the same household. Whenever possible the bargaining unit member shall give advance notice of his leave to the Department Chairman, and shall make arrangements for the handling of his responsibilities to students.

5. LEAVE OF ABSENCE WITHOUT SALARY

A leave of absence, without salary, is obtained only for special reasons such as poor health, advance study, etc. Each request is made to the department chairman, who will refer the matter to the Dean of the School, who shall then forward it to the Office of the Provost. If the leave is recommended by the appropriate University official and approved by the Central Michigan University Board of Trustees, it shall take effect.

A bargaining unit member on a leave of absence without salary for the purpose of active work in the field of education or research, such as a Fulbright or foundation grant or governmental project, is allowed to continue, until he completes twenty-four months of such leave, the following fringe benefits described in this Agreement provided they are in effect as to the bargaining unit member when he commences such leave: life insurance, health and surgical insurance, and disability income insurance. The bargaining unit member shall make arrangements with the University Staff Benefit Office, before commencement of the leave, for the continuation of these benefits.

6. MILITARY LEAVE

a. Short Tours of Duty

Any regular full-time bargaining unit member shall, upon his request, be granted 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 (15) consecutive calendar days in any calendar year upon the following conditions:

1. Arrangements for such leaves are to be made with the bargaining unit member's Department Chairman well in advance of the actual tour of duty; and

2. The bargaining unit member is to go on leave, whenever possible, at the convenience of the University; and

3. The University will pay the difference between a fulltime bargaining unit member's military pay and his regular pay for up to 15 days when the member is on a leave for a short tour of duty for service in the National Guard, Officers Reserve Corps, or similar military organization.

b. Extended Service

Bargaining unit members who enter active military service in the armed forces of the United States or the Michigan National Guard under the provisions of Selective Service, by call to active duty, or by voluntary entrance in lieu thereof shall be entitled to a military leave of absence without pay for the period of time required to fill his active military service obligation. This leave shall automatically terminate if the bargaining unit member remains in military service beyond his initial obligation or fails to report for work within ninety days (90) after his release from the military service. A bargaining unit member timely reporting for work will be assigned a position dependent upon the positions available in the department to which the bargaining unit member was assigned prior to military leave. If it is not possible to assign a position to the bargaining unit member immediately upon his return from military leave, he may be granted an extended leave until the commencement of the following semester during which time the Office of the Provost will make a concerted effort to find a position for him.

7. MATERNITY LEAVE

Bargaining unit members who have completed their obligation under a ten (10) month contract may request a maternity leave (without pay) up to ten months or the beginning of the semester following the ten months period by writing to the Office of the Provost.

Application for reinstatement from this leave must be made at the time the leave is requested. The assignment upon her return will depend upon the positions available in the department to which the bargaining unit member was assigned prior to maternity leave. If it is not possible to assign the bargaining unit member to a position immediately upon her return from maternity leave, she may be granted an extended leave until the commencement of the following semester when she will be reinstated.

The bargaining unit member shall not accrue vacation or sick leave while on maternity leave.

The bargaining unit member must check with the Payroll Department of the University Business Office about maintaining group life insurance, and hospitalization and surgical insurance during maternity leave.

A bargaining unit member returning from maternity leave shall be placed in the salary system at, or above, the rate she was receiving when she left.

8. LEAVE FOR COURT-REQUIRED SERVICE

Members of the bargaining unit who serve jury duty or who are subpoenaed as witnesses and are not parties to an action will be paid the difference between their regular pay and the amount received for serving as a juror or serving as a witness. A bargaining unit member is expected to report for regular University duty when his attendance at Court is not required either for the aforementioned jury duty or as a subpoenaed witness. A bargaining unit member should check with the payroll office at the University before serving as a juror or as a subpoenaed witness for instructions on the procedure for receiving the difference in pay.

9. MEDICAL CONDITION FOLLOWING LEAVE

A bargaining unit member returning from a leave of absence of any kind may be required to furnish a physician's statement as to that member's condition. If the member's condition would interfere with performance of the member's duties, or might result in injury while working or result in aggravating the condition, reasonable conditions may be placed on re-employment. (a) Group life insurance is available to all bargaining unit members. Coverage includes a double indemnity clause in case of legitimate accidental death. Payments are made through payroll deductions. The University shares the cost of the insurance and guarantees that the bargaining unit member's share of the cost does not exceed the stated amount. The arrangements for insurance, including payments and the name of the beneficiary, are made through the Business Office. The insurance may be converted, if done within thirty-one (31) days after employment ends.

(b) The plan provides each insured bargaining unit member with an amount of level term life insurance equal to his base ten month salary. If this amount of insurance is not an even multiple of \$1,000, it is raised to the next higher \$1,000 multiple to a maximum of \$60,000.

(c) The approximate cost of this insurance to bargaining unit members is 11.57ϕ per pay period per \$1,000 of coverage for 26 pay periods, or 15ϕ per pay period per \$1,000 of coverage for 20 pay periods. Examples are as follows:

*Amount of Insurance	Cost Per Pay Period o 20 Pays	n Bi-Weekly Basis 26 Pays
\$ 9,000	\$1.35	\$1.04
10,000	1.50	1.16
11,000	1.65	1.27
12,000	1.80	1.39
13,000	1.95	1.50
14,000	2.10	1.62
15,000	2.25	1.74
16,000	2.40	1.85
17,000	2.55	1.97
18,000	2.70	2.08
19,000	2.85	2.20
20,000	3.00	2.31
21,000	3.15	2.43
22,000	3.30	2.54
23,000	3.45	2.66
24,000	3.60	2.77

25,000	3.75	2.89
26,000	3.90	3.00
27,000	4.05	3.12

*Life insurance is in this amount. If accidental death should occur the amount doubles.

The University, from time to time, negotiates with the insurance carrier, and any increase in cost for such insurance will become part of the premium.

Effective September 1, 1973, the plan shall provide each bargaining unit member with an amount of level term life insurance not less than \$15,000 or equal to his basic salary, whichever is higher. If this amount of insurance is not an even multiple of \$1,000, it shall be raised to the next higher \$1,000 multiple to a maximum of \$60,000. The approvimate cost of the insurance to bargaining unit members who are entitled to elect \$15,000 coverage shall be approximately \$1.50 per pay period for 20 pay periods or \$1.16 per pay period for 26 pay periods (the rates for \$10,000 of insurance according to the schedule above). The cost of insurance per pay period to bargaining unit members for amounts of insurance in excess of \$15,000 shall be as set forth in the schedule above.

DISABILITY INCOME BENEFIT

The University provides a Total Disability Income Protection Plan for members of the bargaining unit. The plan provides that after a bargaining unit member has been totally disabled for a period of six months because of disability caused by sickness or bodily injury, he will receive from the plan when integrated with his Social Security benefits, workmen's compensation benefits, and any disability income or continuation income plan or program at the University, at least fifty (50) per cent of his ten (10) month salary with a maximum monthly payment of \$1,200 for a period of two years while he is unable, by reason of said sickness or bodily injury, to engage in his regular occupation. After the two (2) year period, the plan provides for continuation of payments if the bargaining unit member is unable, by reason of sickness or bodily injury, to engage in any occupation for which he is reasonably fitted by education, training, or experience. Benefits under the plan are not payable beyond the attainment of age sixty-five (65). Additional provisions of the plan are available from the University Staff Benefit Office of the University.

Effective September 1, 1972, the plan shall provide continuation of income, under the provisions set forth above and in the policy, of at least 60 per cent of a bargaining unit member's ten (10) month salary to \$1,000 and forty (40) per cent of a bargaining unit member's ten month salary in excess of \$1,000 with a maximum monthly payment of \$1,500.

Effective September 1, 1973, the disability income plan shall provide a 3 per cent improvement benefit factor to assist with the rise in the cost of living for bargaining unit members who become disabled under the terms of the policy after September 1, 1973.

RETIREMENT

1. PARTICIPATION

Two retirement systems are offered at the University:

(a) Michigan Public School Employees Retirement Fund,

(b) T.I.A.A.-C.R.E.F.

Bargaining unit members must elect to participate in one of these retirement programs within ninety (90) days of the effective date of employment. If an election is not made within the ninety (90) day period, an irrevocable decision to participate in the Michigan Public School Employees Retirement Fund will be assumed to have been made. If the Michigan law is changed allowing a different election period, the parties will negotiate changes in this section accordingly.

2. MANDATORY RETIREMENT AGE

All participants in either retirement plan shall retire not later than at the end of the academic year in which they attain age seventy (70). The University may grant extensions of service beyond mandatory retirement age for definite periods not to exceed one year each.

RETIREMENT SERVICE AWARD

Upon retirement at age 60, or above, a bargaining unit member with ten years of service shall receive a retirement service award of one and one-half $(1\frac{1}{2})$ per cent of his current 10 month salary at the time of retirement multiplied times the number of equivalent full-time years of service at CMU.

For those persons in the bargaining unit prior to August 24, 1970, a record of the number of unused accumulated sick leave

23



days credited to each bargaining unit member at the time the sick leave provisions took place in the first Agreement between the parties shall be preserved. If at retirement the unused accumulated sick leave days the bargaining unit member has of record would result in a larger payment under the "Sick Leave Policy Revised" passed by the University on April 4, 1969, than under the provisions of the above paragraph, then the retirement payment will be computed under the provisions of the said April 4, 1969 University "Sick Leave Policy Revised."

A person covered under the former University Sick Leave provisions passed by the University on April 4, 1969, having fifteen (15) years of service at CMU as of September 1, 1970, and retiring under applicable retirement provisions on or before July 1, 1975 shall have the option of the new retirement plan or the former "Sick Leave Policy Revised" program. For purposes of computation at retirement, the retirement service award will be calculated under the provisions of each of the two paragraphs above, and under the April 4, 1969 "Sick Leave Policy Revised" provisions as though he had remained on the accrued sick leave system, deducting the sick leave days used from August 24, 1970, to date of retirement to arrive at the total accrued days. He shall be paid the greater of the three calculations.

Bargaining unit members who retire receive only one payment under this retirement benefit provision.

FEE REMISSION

Full-time bargaining unit members with a minimum of one year of service shall be given the opportunity to take University courses during fall and winter semester, and under certain conditions receive a remission of their regular fees paid. This remission of fees applies only to regular fees charged all students for enrollment for a specified number of hours. All special or incidental fees, such as the \$15.00 non-refundable fee, music fee, special courses fee, parking fees, etc., are not refundable.

Conditions for remission:

1. Not more than two courses and not more than six semester hours of credit will be allowed in any single semester.

2. After the course is commenced by the bargaining unit member, he must apply for the refund under University procedure.

HOSPITAL AND SURGICAL INSURANCE

The University agrees to pay the following sums of money in the years designated toward the cost of the Hospital and Surgical Insurance available at the University, including two-person family and full-family coverage, beginning August 24, 1971:

1971-72	\$32.00	per	month
1972-73	49.00	per	month
1973-74	75.00	per	month

Election for coverage by bargaining unit members of the above benefit shall be made according to procedures of the University Staff Benefit Office.

VACATIONS

Full-time twelve-month bargaining unit members earn vacation allowance at the rate of one and two-thirds $(1\frac{2}{3})$ days per month for a maximum of twenty (20) days per calendar year. Arrangements are made with the Office of the Provost, or his designate, for the taking of vacations.

ACCIDENT INSURANCE

The University provides insurance for bargaining unit members traveling on official University business. Coverage includes a minimum of \$25,000 for accidental death or dismemberment, and a \$1,000 medican expense. Details of the insurance plan may be obtained from the Business Office.

Effective August 24, 1971, the University will provide insurance for bargaining unit members traveling on official University business with coverage at a minimum of \$50,000 for accidental death or dismemberment and a \$1,000 medical expense.

CONFERENCE FOR ASSISTANCE TO NON-TENURED FACULTY MEMBERS

An annual individual conference for the purpose of assisting and evaluating each regular non-tenured faculty member (and excluding faculty who have received tenure or notification of nonreappointment or have resigned) will be held at least once each year between each such member, his Dean (or designated representative), and his Department Chairman (or representative of his Department's Committee having jurisdiction over tenure or reappointment questions). A non-tenured faculty member may waive their right to such a regularly scheduled conference in writing addressed to the Dean of his school.

PROMOTIONS

CALENDAR FOR PROMOTION

Some faculty members are considered for promotion in the spring of the year with actual promotion taking effect at the start of the next academic year.

The calendar for promotion consideration shall be as follows:

Recommendation of the Department			
Due in Office of the Dean	March	1	
Recommendation of the Dean			
Due in Office of the Provost	April	1	
Recommendation of the Provost			
Due in Office of the President	Anril	10	

The University may promote faculty members at other times during the year under unusual circumstances when it deems appropriate. When promotions are considered at other times of the year, the President shall present the recommendations for promotion to the Board of Trustees. Each faculty member shall be notified of the status of his recommendation for promotion not later than three (3) days following the Board meeting at which his promotion was considered. Salary adjustments in these cases shall take effect in the first pay period following the effective date of the promotion.

CONFERENCE FOR PROMOTIONS NOT APPROVED

Individuals whose promotions are not approved may request a conference, which shall be granted, at the level where the promotion was denied, for the purpose of receiving an explanation of the reason for denial.

SALARY

Each bargaining unit member's minimum salary increase shall be determined by year in the following manner:**

- 1971-72—Six and five-tenths (6.5) per cent times his 1970-71 ten (10) month* salary plus \$66.
- 1972-73—Six and fifty-four one hundredths (6.54) per cent times his 1971-72 ten (10) month* salary plus \$100.
- 1973-74—Six and six-tenths (6.6) per cent times his 1972-73 ten (10) month* salary plus \$200.

**[All rates are for ten (10) month service only. Adjustment shall be made for twelve (12) month service where appropriate.]

*Twelve (12) month salaries may be adjusted to ten (10) month base salary by multiplying the twelve (12) month salary by 9/11ths.

In addition, no bargaining unit member by rank shall be paid less than the following sums by year:

Rank	1971-72	1972-73	1973-74
Professor	\$15,450	\$15,900	\$16,400
Associate Professor	12,350	12,700	13,100
Assistant Professor	10,400	10,800	11,250
Instructor	8,400	8,800	9,250

In addition to the amount described above, a member of the bargaining unit may also receive additional salary for achievement, which is not added to a bargaining unit member's base salary. During 1971-72 achievement awards shall be made as provided in the section entitled "Distinguished Professional Awards." During 1972-73 the University shall provide five-tenths (.50) per cent of the 1971-72 bargaining unit members' base ten (10) months salaries for achievement increases and during 1973-74 shall provide one (1.00) per cent of the 1972-73 bargaining unit members' base ten (10) month salaries for achievement increases. Achievement increases are to be distributed according to procedures and criteria developed by the University Achievement Increase Committee.

Bargaining unit members required as a part of their duties to be at the University working with students while other bargaining unit members are not required to be at the University working with students shall receive additional compensation.

The parties agree that if the official Consumer Price Index for

Urban Wage Earners and Clerical Workers (all cities) published by the Bureau of Labor Statistics, United States Department of Labor, (1967 = 100) has in February of 1973 changed by fifteen percent (15%) or more, from 119.4 (the index number for February of 1971), either party may elect that the parties enter into negotiations only with respect to salaries for the 1973-74 fiscal year and the salaries set forth in this Agreement with respect to that period shall not take effect. The election must be made on, or before, May 1, 1973 in the same manner as notice under the clause "Termination of Agreement."

A University Achievement Increase Committee is established to develop recommendations for the procedures to be followed and the criteria to be used in selecting bargaining unit members who receive these increases and the method for determining the amount of increase to bargaining unit members appointed by the Association and three members appointed by the University. The report of the Committee shall be made to the University and the Association on, or before, February 1, 1972. Upon acceptance of the report of the Committee by the University and the Association, the procedures and criteria will be announced to the members of the bargaining unit, and salary increases will be implemented according to the criteria and procedures developed.

COMPENSATIONS FOR DEPARTMENT CHAIRMEN

A department chairman is assigned and responsible for the performance of administrative duties which continue throughout the calendar year. He is not required to be on campus except at prescribed times, provided his duties are properly performed. For the performance of these duties he is paid an annual salary supplement in the following amounts, by year, for the full calendar year:

1971-72	\$1,000
1972-73	1,250
1973-74	1,500

If the chairman serves only during the academic year, the salary supplement may be reduced. During the regular academic year his teaching load is adjusted to reflect the level of responsibility and activity in his department.

A department chairman will normally be appointed to the regular session of summer school. Additional compensation for chairmen will normally be limited to the regular summer school session and will be determined at the established rate for that session. Teaching load will be adjusted when necessary. A department chairman who desires to be released from summer school responsibilities must have the consent of the dean of his school.

Procedures at the University for review of department and department chairmen are not superseded by this section.

COMPENSATION FOR SPRING SESSION, SUMMER SESSION AND POST SESSION

A bargaining unit member who is assigned on a full-time basis during spring session, summer session, or post session shall be paid .0278 times his base ten (10) month salary per week of the session to which he is assigned.

COMPENSATION FOR OFF-CAMPUS AND CORRESPONDENCE COURSES

Bargaining unit members who teach off-campus courses for college credit shall be compensated at the following rates per semester hour of credit according to the following schedule by year:

1971-72	\$250 p	er	semester	hour	of	credit
1972-73	275 p	per	semester	hour	of	credit
1973-74	300 p	ber	semester	hour	of	credit

In addition, an energy increment to compensate for the fatigue of travel to off-campus bargaining unit members shall be paid at the rate of ten cents (\$.10) per mile as shown by the State of Michigan official highway map using off-campus education headquarters as the point of origin and the location of the off-campus course as the destination.

When two to five faculty members are scheduled to teach in the same community on the same evening at approximately the same time, the transportation allowance referred to under the title "Off-Campus Courses" is provided for one automobile.

Bargaining unit members who reside in a community other than Mt. Pleasant and who are assigned full-time duties off campus, use their offices as the point of origin.

The rate for paying correspondence faculty has been established

at no less than the rates set forth in the following schedule per semester credit hour, by year:

1971-72	\$12.00 pe	er semester credit hour	
1972-73	14.00 pe	er semester credit hour	
1973-74	15.00 pe	er semester credit hour	

The faculty shall be paid at least according to the following schedule by year per credit hour for complete revisions of correspondence courses and for each new credit course:

Year	Complete Revision	New Course
1971-72	\$18.00	\$30.00
1972-73	20.00	33.00
1973-74	22.00	37.00

SALARY ADJUSTMENTS FOR PROMOTION AND COMPLETION OF PH.D. AND ED.D.

1. Bargaining unit members who meet the requirements for a Ph.D. or Ed.D. (or equivalent degree), as certified by the granting institution, and who have not previously held such a degree shall have added to their ten (10) month salary the sum of \$1,000. If such a degree is received during the term of a ten (10) month contract, the \$1,000 shall be prorated according to relationship of the time remaining on his ten (10) month contract to his total contract. For determination of increases in salary, the \$1,000 shall be treated as part of a bargaining unit member's base salary.

2. A bargaining unit member who is promoted shall receive for the promotion an increase in salary equal to at least five per cent (5%) of his ten (10) month base salary at the time his promotion is announced, provided such payment yields a salary for the promoted bargaining unit member equal at least to the minimum pay for the rank to which he was promoted. If the five per cent (5%)increase does not yield such a salary, then the bargaining unit member shall receive at least a salary equal to the minimum pay for the rank to which he was promoted.

3. When rank is automatically adjusted as a result of the completion of Ph.D. or Ed.D. (or equivalent degree) the bargaining unit member shall receive either the sum of \$1,000 (as outlined in Paragraph 1 above) or an amount necessary to adjust his salary to the minimum pay for the rank to which he was promoted, whichever amount is greater.

STRIKES

The Association, its officers, agents, affiliates, members, and employees agree that, so long as this Agreement is in effect, there shall be no strikes, sit-downs, slow-downs, stoppages of work, concerted effort not to meet classes, boycott, or any unlawful acts that interfere with the University's operations. Any violation of the foregoing may be made a subject of disciplinary action and damage action, including discharge or suspension, and this provision shall not be by way of limitation on the University's right to any other remedy under law for such violation. This section shall not be subject to the grievance procedure under this Agreement.

VALIDITY

This Agreement shall be effective to the extent permitted by law and does not waive either of the parties' position with respect to collective bargaining laws; but, if any part thereof is invalid, the remainder shall nevertheless be in full force and effect.

EFFECTIVE DATES

(1) The salaries set forth in this agreement shall take effect at the beginning of the first semester of the designated year set forth under the Salary provision. Nothing herein shall be construed to prevent the University from beginning payment or computation of salaries prior to commencement of classes.

(2) Changes in fringe benefits take effect at the beginning of the first semester of the designated University year set forth under the particular fringe benefit provision, unless a different date is set forth in the provision, in which case the date set forth in the particular fringe benefit provision shall be the effective date for change in the benefit.

The effective dates for changes in fringe benefits shall not be construed to affect ongoing fringe benefit programs during the period between the end of the Agreement between the parties which expires June 30, 1971, and the date the change in fringe benefit takes effect, nor shall they prevent the University from earlier implementation of programs.

(3) Study committees shall be implemented as soon as is feasible.

(4) The remaining provisions in this agreement shall take effect on July 1, 1971.

CONTRACT DOCUMENTS

The provisions contained on pages numbered 1 through 33 constitute the entire agreement between the parties together with the attached letters of agreement signed by the University representatives and the Association representatives on the topics of : teaching load policy, women's opportunities, salary, fringe benefits, and blue ribbon compensation study.

SUPPLEMENTAL AGREEMENTS

All supplemental agreements shall be subject to the approval of the Association and the University.

TERMINATION OF AGREEMENT

This agreement shall continue in full force and effect until June 30, 1974.

If either party desires to terminate this agreement, it shall give written notice to the other party at least sixty (60) days prior to the termination date. If either party desires to modify one or more provisions of this agreement or desires to add provisions, it shall at least sixty (60) days prior to the termination date give written notice to the other party. The contract areas of modification or areas of additional provisions shall be set forth in the notice. If either party desires to add items to the list of modification areas or additional provisions, it may add these by giving notice of the same up to the time of the initial negotiating session which shall be held at least sixty (60) days prior to the termination date of the contract unless the contract is continued as provided below.

If notice as provided above is not given, this contract shall continue in full force and effect from year to year thereafter subject to notice of termination or modification as provided above.

Notice shall be in writing and shall be sufficient if sent by certified mail, return receipt requested, addressed, if to the Association, to the place where dues deducted under this Agreement are mailed and, if to the University, addressed to the Office of the Provost.

FOR CENTRAL MICHIGAN UNIVERSITY

William B. Boyd, President

William T. Bulger, President

FOR CENTRAL MICHIGAN

UNIVERSITY FACULTY

ASSOCIATION

Charles J. Ping, Provost

alexander J. Zawacki Alexander J. Zawacki, Secretary

Negotiating Team

Jours &- Eiker

Negotiating Team

Johent & Clason Neil S. Bucklew

Robert G. Clason

Louis G. Ecker

Bernard N. Meltzer

Frank S. Stillings

ohn W. Weatherford

W. Lole Willhite

I. David Kerr

Jøyce H. Pillote

Robert C. Waltmirt

Malexander J. Zawacki Alexander J. Zawacki

32

33

LETTER OF AGREEMENT

The study committee established in the agreement dated March 30, 1970, between the Association and the University for the purpose of reviewing the teaching load policy of the University is hereby continued with its present membership. The membership consists of two members appointed by the Association, two members appointed by the Academic Senate, and two members appointed by the Provost of the University. Current members shall serve at the pleasure of the appointing body and persons leaving the committee shall be replaced by the body which appointed them. The committee shall:

1. Continue its review of the teaching load policy of the University

2. Make recommendations for future policy

3. Recommend implementation procedures

4. Review and analyze the results of new procedures implemented.

The committee shall report to the University, the Association and the Academic Senate.

FOR CENTRAL MICHIGAN UNIVERSITY

William B. Boyd, President \

Charles J. Ping, P.

FOR CENTRAL MICHIGAN UNIVERSITY FACULTY ASSOCIATION

William T. Bulger, President

Alexander J. Zawacki Alexander J. Zawacki, Secretary

LETTER OF AGREEMENT

Salary Committee

A faculty salary committee is established to function throughout this Agreement for the purpose of studying salaries at Central Michigan University with respect to internal consistency, relationships to comparable institutions, approaches to equitable faculty compensation, and other salary matters which members of the Committee agree are pertinent to faculty salary consideration.

The Committee shall consist of three members appointed by the University and three members appointed by the Association. The University and the Association may rotate membership on a yearly basis if desired.

The Committee shall report to the University and to the Association.

FOR CENTRAL MICHIGAN UNIVERSITY

FOR CENTRAL MICHIGAN UNIVERSITY FACULTY ASSOCIATION

William T. Bulger, President

William B. Boyd, President

Charles

Alexander J. Zawacki Alexander J. Zawacki, Secretary

LETTER OF AGREEMENT

Fringe Benefit Committee

A faculty Fringe Benefit Committee is established. It is composed of three members appointed by the University and three members appointed by the Association. The Committee shall study the fringe benefit programs at the University, make recommendations for improvements in the programs considering the financial resources of the University. The Committee shall report to the University and to the Association. Membership on the Committee may be rotated during the life of this Agreement if desired.

FOR CENTRAL MICHIGAN UNIVERSITY

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William B. Boyd, President

William I. Bilger William T. Bulger, President

alexander J. Zawacki, Secretary

LETTER OF AGREEMENT

Women's Opportunity Committee

A faculty Women's Opportunity Committee is to be established to function throughout this Agreement for the purpose of studying opportunities for women faculty at Central Michigan University. The Committee may make recommendations for improvement of opportunities for women at the University.

The Committee shall consist of three members appointed by the University and three members appointed by the Association.

The Committee shall report to the University and to the Asso-

FOR CENTRAL MICHIGAN UNIVERSITY

FOR CENTRAL MICHIGAN UNIVERSITY FACULTY ASSOCIATION

William

William B. Boyd, President William T. Bulger, President

Charles Charles J. Ping

alexander J. Zawacki, Secretary

LETTER OF AGREEMENT

Blue Ribbon Compensation Study

The University and the Association continue to recognize that the growth and development of the University will be affected by the compensation system in effect at the University. The parties also recognize that equitable systems for compensation of qualified faculty is a growing concern throughout the academic community. The University will continue to make efforts to secure grant funds for the purpose of a compensation study of University compensation and for the purpose of recommending the compensation system that will promote the growth and development of colleges and universities and appropriately reward qualified faculty for their efforts.

17

FOR CENTRAL MICHIGAN UNIVERSITY

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Accident Insurance, 25 Agreement, 3 Agreements, Supplemental, 32 Aid to Other Collective Bargaining Agents, 3 Association Review Procedure, 12

Bargaining Unit, Definition, 3 Blue Ribbon Compensation Study, v

Conference for Assistant to Non-Tenured Faculty Members, 25 Conference for Promotions not Approved, 26 Compensation

- Off-Campus and Correspondence Courses, 29
- Department Chairman, 28
- · Salary, 27

 Salary Committee, ii Conferences, Special, 6 Contract Documents, 32 Correspondence Courses, 14 Court-Required Service, Leaves of Absence, 20

Deduction of Association Dues, 4 Department Chairmen, Compensation, 28 Departmental Procedures, 10 Disability, Leave of Absence (Without Salary), 18 Disability Income Benefits, 22 Distinguished Professorship, 15 Dues Deduction, 4

Education, Fee Remission, 24 Educational Leave, Advance Study • (Without Salary), 18 Sabbatical Leave, 15 Effective Dates, 31

Fee Remission, 24 Fringe Benefit Committee, iii Funeral Leave, 17

Grievance Procedure, Contract Violations, 7 Grievances

Association Review Procedure, 12

Departmental Procedures, 10

Health, Poor-Leave of Absence Without Salary, 18 Hospital and Surgical Insurance, 25

INDEX

Insurance, Accident, 25 Insurance, Disability, 22 Insurance, Hospital-Surgical, 25 Insurance, Life, 21

Jury Duty, 20

Leave of Absences

- Court-Required Service, 20
- Funeral, 17
- Jury Duty, 20
- Leave Without Salary, 18
- Maternity, 19
- Medical Condition Following Leave, 20
- Military, 19
- Sabbatical, 15
- Sick Leave, 15

Letters of Agreement

- Blue Ribbon Compensation Study, v
- Fringe Benefit Committee, iii
- Salary Committee, ii
- Teaching Load, i
- Women's Opportunity Committee, iv
- Life Insurance, 21

Mandatory Retirement Age, 23 Maternity Leave, 19 Medical Condition

- Following Leave of Absence, 20
- Sick Leave, 15

Michigan Public School Employees Retirement Fund, 23 Military Leave, 19

Off-Campus Courses, 13

Professional Awards, 15 Promotion, Calendar for, 26 Promotions, Conference for Promotions Not Approved, 26 Promotions, Departmental Procedures, 10 Purpose and Intent, 3

Recognition, 3 Remission, Fee, 24 Review Procedure, Association, 12 Retirement

- Participation in Retirement Systems, 23
- Mandatory Retirement Age, 23

Retirement Service Award, 23