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I. Introduction
Our mission
The mission of Kalamazoo College is to prepare its graduates to better understand, live successfully within, and provide enlightened leadership to a richly diverse and increasingly complex world. As a highly selective, nationally renowned, and internationally oriented four-year college of arts and sciences, Kalamazoo College has developed a tradition of excellence in the fulfillment of the mission.

The honor system
We ask all staff employees to join the faculty and students of the College in support these principles:
The mission of the College is the education of men and women to prepare them for productive lives and fruitful participation in society.

Members of the Kalamazoo College community come to teach, study, and work here because the College’s mission and community statements correspond to their values. This community of individuals holds these values in common, despite our diversity. However, we recognize that this community is a fragile balance of cooperation, goodwill, and dependence, ever in need of renewal as new members enter it.
The Honor System is a set of mutually held principles freeing us to create an environment of living and learning that will foster understanding, mutual respect, intellectual curiosity, and social commitment. We ask the members of the Kalamazoo College community to pledge themselves to creating and protecting a sense of honor in their lives, and we call upon them to act when they observe actions that are in conflict with these principles.

**Taking responsibility for personal behavior**
To develop academic and social growth, we commit ourselves to free inquiry, openness to different points of view, and honesty in speech and conduct. In our attitudes and actions, we aim beyond selfishness and parochialism.

**Respecting others**
To enhance our community, we accept responsibility for its social well-being. We commit ourselves to treat with respect those with whom we differ, to recognize the rights held by others, and to resolve conflicts. Expressions of prejudgment and prejudice are contrary to this mutual respect and prevent the fostering of community.

**Nurturing independent thought**
To safeguard the integrity of academic work and research, we accept responsibility for our own scholarly performance. We regard false representation of our scholarly work as unacceptable because it undermines our integrity and that of the community. We commit ourselves to knowing under what conditions scholarly research is to be conducted, the degree of collaboration allowed, and the resources to be consulted.

**Accepting environmental responsibility**
To maintain and improve the condition of our physical environment, we commit ourselves to the respectful and prudent stewardship of our community’s material and natural resources.

**II. Using this handbook**
This updated version of the Kalamazoo College Staff Employee Handbook supersedes all prior versions. The College reserves the right to alter, modify, amend or terminate at any time the policies, procedures and/or benefits stated herein. The entire content of this handbook is available as a printable pdf. This handbook is intended for use by Kalamazoo College staff employees for informational purposes only. The content of this handbook is not intended to create a contract or agreement between the College and you for either employment or the provision of any benefit. Staff employees of Kalamazoo College are what the law terms “at will” employees. This means that either you or the College may decide to end your employment here for any reason not prohibited by law, at any time. As a matter of practice, staff appointments at Kalamazoo College are for indefinite durations, depending upon the needs of the institution and the performance of the individual. Nothing in this handbook changes your “at will” employment.

Many of the details that govern the administration of each of the major areas mentioned in this handbook are deliberately brief. The handbook is not intended to be an all-inclusive listing of policies; it provides reference to other sources for more detail. In addition, your department or office may have additional specific procedures for many of the general policies stated in this handbook. You are expected to learn your area’s procedures and follow them. You are also expected to conform to the professional standards of your occupation.

The Human Resources Office is responsible for the interpretation and administration of personnel policies and procedures and for details relating to compensation. The Human Resources Office is the
official source of information regarding details pertaining to College sponsored benefit plans. Promises or interpretations made by staff not associated with the Human Resources Office are not binding on the College. Please direct any questions to your supervisor, the President’s Staff member for your area, or Human Resources staff.

Kalamazoo College reserves the right to correct errors and to amend the wording of this handbook at any time or to change or eliminate any policy, procedure or benefit described in this handbook. Changes or modifications must be made in writing, signed by either the president, provost, vice president for business and finance, or the human resources director following review by the President and President’s Staff and approval by the President. All employees will be notified. An email to the employee’s College email account is the official mode of notification. A paper memo will be issued to employees who have not been assigned a College email account. In addition, in any situation where insurance, retirement provisions or earnings participation are concerned, the terms of the policy or plan prevail regardless of any statements to the contrary contained in the handbook.

Any claims brought by an employee or a former employee and relating to employment must be brought within six months of the alleged employer infraction, or be barred.

III. Equal Employment Opportunity
An equal opportunity employer, Kalamazoo College is committed to equal rights, equal opportunities, and equal protection under the law. The College administers its programs without regard to race, creed, religion, age, sex, national origin, height, weight, marital status, disability as protected by law, or sexual orientation. The College’s definition of sexual orientation prescribes discrimination based on a person’s sexuality, or gender identity, actual or presumed. Inquiries should be addressed to the Human Resources Director.

Accommodations for disabilities
The Americans with Disabilities Act, the Michigan Handicappers’ Civil Rights Act, and Kalamazoo College policy prohibits discrimination in employment against qualified individuals with disabilities. The College shall provide reasonable accommodations to a qualified employee with a disability to enable him/her to perform the essential duties of his/her job. An employee with a disability who is requesting accommodation should notify his/her supervisor and contact the Human Resources Director to initiate the disability accommodation process. See http://www.kzoo.edu/hr/ for a description of this process.

Harassment Policy
The College’s Harassment Policy prohibits sexual harassment and other legally prohibited discriminatory harassment. The College expects all students, faculty and staff to conduct themselves with dignity, courtesy and respect for all students, faculty, staff, visitors, vendors and others. Harassment is a violation of the College’s Honor System, and the College will not tolerate any form of harassment by anyone for any reason, nor will the College tolerate retaliation against anyone who in good faith brings complaints to the attention of the College and/or participates in investigations of such complaints. In response to every complaint, the College will promptly investigate, take appropriate corrective and preventive actions to eliminate the offending conduct, and where appropriate will impose disciplinary action up to and including termination of employment or expulsion from the College. (For the full policy with procedures for reporting complaints see http://www.kzoo.edu/hr/)

IV. Employment related concerns... who can help?
Use your supervisor as a resource
Your supervisor is your key resource person concerning College policies and procedures. We encourage you to consult your supervisor for information and clarification. Your performance, job satisfaction and
success are some of your supervisor’s most important concerns, and you should not hesitate to ask questions and to seek your supervisor’s advice and guidance. You may also consult the senior officer or vice president for your area.

**Human Resources and Provost’s Offices**
Staff in the Human Resources and the Provost’s Offices welcome your inquiries and are ready to help you.

**Employee advisors**
While the people above may usually be best able to provide direct assistance, if you prefer to consult first with a neutral, confidential party outside of the normal administrative channels, you may speak with an employee advisor. Employee advisors are colleagues who have been designated as additional resources to help you clarify your options when you have an employment related concern. You may consult an employee advisor when you are not sure to whom you should address your concern or when you do not feel ready to address your concern with your supervisor or staff in Human Resources or the Provost’s Office. See [https://reason.kzoo.edu/hr/eeadvisors/](https://reason.kzoo.edu/hr/eeadvisors/) for details.

**Resolving differences**
In any organization with many jobs and many people, it is possible for points of difference to develop. The College expects all staff to act to resolve differences in an orderly and fair manner. You are encouraged to first try to resolve the problem directly with the person(s) concerned. You may also speak with your immediate supervisor concerning the problem. Other resources include the President’s Staff member (senior officer) for your area, Human Resources, the Provost’s Office and employee advisors.

V. Employment at Kalamazoo College

**Administrative structure**
Kalamazoo College is legally governed by a board of trustees. The board selects a president, and then delegates the necessary administrative powers to that person. The president of the College determines the manner in which the College is to be structured administratively. Several other individuals report directly to the president, each having one or more designated area(s) of responsibility including academic affairs, admission and financial aid, business affairs, institutional advancement and student development.

**Categories of employment**
A person employed by Kalamazoo College to perform certain functions for an indefinite period of time is classified as a **regular employee**. A person employed by Kalamazoo College to work on a special assignment (not to exceed 990 hours or six months, whichever comes first) is classified as a **temporary employee**. Temporary employees are eligible for legally prescribed benefits only.

**Full-time employees** are regularly scheduled to work 40 hours per week year-around, or 2080 hours per year, including paid time off for vacation and holidays.

**Part-time employees** are regularly scheduled fewer than 2080 hours per year, including paid time off for vacation and holidays. The non-scheduled time without pay and without responsibilities may be weekly or seasonal. For example, some part time employees are regularly scheduled to work fewer than 40 hours per week year-around. Other part time employees may be scheduled to work 40 hours per week, but for fewer than twelve months per year.

**Regular full-time and regular part-time employees who are scheduled at least 1,040 hours a year** are eligible for employee benefits as described briefly in this handbook. For a more comprehensive overview of College benefit programs, see [www.kzoo.edu/hr](http://www.kzoo.edu/hr).
Regular part-time employees who are scheduled to work fewer than 1,000 hours a year are eligible for legally prescribed benefits only.

Hourly paid staff – FLSA non-exempt
Staff employees classified as non-exempt as defined under the Fair Labor Standards Act (FLSA) are paid on the biweekly staff payroll based on hours worked. Positions classified as non-exempt include but are not limited to positions in facilities management, office support and security. These individuals are expected to carry out their expressed responsibilities on an hourly basis with overtime pay for accumulated hours worked in excess of 40 in any one work week.

Monthly paid staff – FLSA exempt
Administrative staff employees classified as exempt as defined under the FLSA are paid a monthly salary. They are expected to carry out their expressed responsibilities on an as needed basis without overtime pay.

Compensation adjustments
Salary and wage increases are not automatic. Compensation is reviewed annually and adjustments are based on job performance and available funding. Generally, adjustments take effect in September, with the first pay in October.

Drug-free workplace
Kalamazoo College and its employees must comply with the requirements of the Drug-Free Workplace Act of 1988 and the Drug-Free Schools and Communities Act Amendments of 1989. Kalamazoo College prohibits the unlawful manufacture, distribution, dispensation, possession, use, or being under the influence of a controlled substance in the workplace. In addition, students and employees of Kalamazoo College are prohibited from the unlawful possession, use or distribution of drugs or alcohol while on Kalamazoo College property or as any part of its activities. Employees violating such prohibition will be subject to disciplinary actions, up to and including termination of employment. Furthermore, an employee must notify the College of any criminal drug statute conviction for a violation relating to the workplace no later than five days after such conviction has occurred.

Employee information
Personal information, including date of birth, mailing address, phone numbers, dependent and tax withholding information and beneficiary designations shall be provided to the Human Resources Office at the time of employment. The College has a right to rely on the most recent information provided in writing by the employee; it is the responsibility of the employee to notify the Human Resources Office at the time of any change in such information.

Expense reimbursement
Expenses incurred while on College business shall be reimbursed if authorized in advance, requested following Business Office procedures and approved by the appropriate person. (See [https://reason.kzoo.edu/business/](https://reason.kzoo.edu/business/))

Identification cards
Each employee will be provided with an identification card. This card provides access to certain buildings, entitles the employee to participate in certain events on campus at reduced admission cost, and provides access to the resources of the College library. It is College property issued for personal use only; use may not be delegated to any other individual. The card must be returned to the Human Resources Office at the time the employee leaves the College. Lost or misplaced cards should be reported at once to the Safety Office.
Meal and rest breaks
Each employee will be provided with an unpaid meal period during each work period in excess of one-half day. The specific time off for this meal period will be scheduled by the supervisor. Normally lunch periods are one-half hour for facilities management staff and one hour for staff in other areas.

Most positions at the College follow the principle of freedom of movement which means that the employee is free to leave his/her immediate work area for brief periods to obtain a beverage or snack and to attend to personal needs. For positions without freedom of movement, such as a receptionist without an available backup, the supervisor will schedule a fifteen minute rest break during each half of an eight-hour day. Facilities management staff also are allowed a fifteen minute rest break during each half of an eight-hour day. Rest break time cannot be accumulated to provide for a prolonged period of time off and cannot be taken adjacent to the lunch period or the beginning or end of the workday.

Nepotism
Closely related persons may be employed at the College provided there is no direct reporting relationship between them. Employees should not be in the position of supervising, directing, setting the pay, or making final decisions regarding the terms and conditions of employment and/or compensation for their spouses, domestic partners, children, parents, sisters, brothers and other closely related relatives, as determined by human resources and President’s Staff.

Orientation
All regular employees are required to satisfactorily complete a period of orientation of up to three months, during which time the employee will receive general information about the College, and specific information/instruction regarding the department and position. The College reserves the right to extend an employee’s period of orientation. New employees shall have continuing informal performance appraisal and a formal written performance appraisal at the satisfactory completion of the period of orientation. During the period of orientation and any time thereafter, the employment relationship may be terminated by either party with or without cause.

Outside employment
In general, full-time employment at Kalamazoo College means that the College is the primary employer and that College assignments take priority with respect to the employee's working time. Supervisors should be informed before a commitment to substantial outside employment is made.

Payroll direct deposit
Payroll direct deposit saves paper, is convenient for you, and is less costly to the College. Beginning soon, you will be able to view your pay advices online. To enroll or make a change in your direct deposit, see https://reason.kzoo.edu/payroll/.

Performance evaluations
New employees shall have a written performance evaluation at the satisfactory completion of the period of orientation. Thereafter, the performance of each employee will be reviewed periodically on an informal basis and formally at least once a year by that person's supervisor. The formal evaluation will occur as part of the performance management process, which is designed to enhance communication and professional development and to provide opportunity for both positive and corrective feedback. This process includes goal setting, progress evaluation and work planning.

Performance evaluations include an assessment of performance relevant to the primary accountabilities and critical success factors of the position; summary of progress achieved toward goals, objectives and
expectations; and identification of performance objectives and professional development opportunities for the next year. Performance improvement plans are required for “needs improvement” ratings, and failure to make required improvement is grounds for disciplinary action, up to and including termination of employment.

**Personnel files**
The College Human Resources Office establishes and maintains all official records concerning employment. This information may be given only to authorized persons. An employee or a former employee may review his/her personnel file after submitting a written request in advance to the Human Resources Office and presenting proper identification upon request. Copies of file documents will be provided at cost to the employee upon request.

**Political activities**
Kalamazoo College employees are permitted to participate in political and governmental activities, as long as the College does not become directly involved, College resources are not used and the employee fulfills his/her responsibilities to the College.

**Privacy Policy**
Kalamazoo College complies with the Michigan Social Security Number Protection Act (SSNPA). All employees are responsible for following the College’s established practices to protect the Social Security numbers of the College’s students and employees. See Kalamazoo College Privacy Policy at [http://www.kzoo.edu/hr/](http://www.kzoo.edu/hr/).

**Prohibition of intimate relationships between staff and students**
It is the consensus of the Kalamazoo College community that sexual relationships between Kalamazoo College employees and Kalamazoo College students are unacceptable and constitute personal and professional misconduct. Such actions may result in termination of employment. An exception may be made for a personal relationship that was established prior to employment between a student and a staff member hired shortly after his or her graduation from the College.

**Promotion and transfer**
Most open staff positions are posted on the human resources web page and may be advertised in the Kalamazoo community. Current staff members who are interested in new employment opportunities and whose qualifications meet the requirements of the job are encouraged to apply. In filling these open positions, the qualifications of internal applicants (current staff members) are considered along with those of applicants from outside the College.

In some instances where a job opening provides a promotional opportunity within the department, the placement decision may be made without posting the opening. This type of placement is based on experience, skill and personal achievement on the job.

**Safety and work related injuries**
Safety and health require individual responsibility on the part of every College employee. The College expects all employees to contribute positively to health and safety at the College and to report to the Human Resources Office or Security Office any action or condition which is or might be unsafe or detrimental to the health of anyone on campus. A safety committee, chaired by the Security Director, serves to identify and help to resolve issues related to campus safety. An Accident Review Committee, chaired by the Human Resources Director, reviews all work-related injuries and implements preventive measures.
**Work related injuries.** The Workers Compensation law of Michigan protects each employee. If an employee is involved in an accident or suffers personal injury arising out of and in the course of College business, it should be reported as soon as possible to the employee's supervisor and to the Human Resources Office. The CorpFit Clinic at Borgess Hospital is the College’s healthcare provider for work related injuries. Human resources staff will arrange an appointment. In the event of serious injury requiring emergency treatment, Borgess Hospital’s emergency room is preferred, but treatment may be obtained at the nearest emergency room where appropriate. Worker's Compensation Insurance, paid by the College, provides coverage for all employees in the event of lost work time or medical expenses incurred as the direct result of a work related injury.

**Solicitation**
Solicitation by employees during working time in working areas by or for any individual, organization, club or cause is prohibited with the exception of such College approved charitable campaigns as "United Way."

**Standards of employee conduct and disciplinary procedures**
The efficiency and success of the College are related directly to the competence, performance and conduct of its employees. It is, therefore, necessary for the College to support clearly stated expectations for performance and conduct with consistent procedures for review and for discipline. Senior officers, directors and supervisors are responsible for the maintenance of standards of performance and conduct and for the administration of appropriate procedures for review and discipline.

**Types of disciplinary action**
Disciplinary action may include, but is not limited to, one or more of the following measures, which will not necessarily be applied in any specific sequence. These disciplinary procedures are guidelines and do not affect employment status as defined in this handbook generally.

*Verbal warning:* The supervisor may meet with the employee and issue a warning verbally.

*Written warning:* A written record of the offense(s) and the action taken shall be shown and explained to the employee. A copy will be given to the employee and a copy shall be placed in the employee's personnel file. The employee will be asked to sign this recorded warning as an indication that a copy has been delivered to him/her.

*Performance improvement plans:* The employee shall be placed on a written performance improvement plan not to exceed 90 days.

*Special probationary status* or probationary discipline status not to exceed 30 calendar days during which time any failure to meet performance expectations or any violation of College policies or rules may result in immediate discharge.

*Suspension without pay:* Under certain circumstances, the employee may be suspended without pay for up to three days.

*Discharge:* The employee's employment is terminated. This action may be taken for a serious offense or for repeated minor offenses over a short period of time.

**Corrective procedures**
With the exception of discharge, the purpose of disciplinary action is to improve employee job performance and/or conduct. An employee shall be considered on "disciplinary status" at any stage in...
the disciplinary procedure. The form of discipline is dependent upon the nature of the problem and what, if any, other forms of discipline have occurred in the past.

**Application and limitations**
The standards of conduct and disciplinary procedures contained in this directive are not intended to be all inclusive. They do replace and supersede any previous rules published at any time in the past. Though the College wishes to make its standards clear and to impose disciplinary procedures in a progressive manner, certain actions not covered in this directive could result in suspension or immediate discharge. In such a case, the fact that the action has not been specifically covered in this directive or that progressive discipline has not been applied shall not affect the appropriateness of the immediate discharge.

Any employee may be immediately discharged, without notice, for gross misconduct which includes, but is not limited to, such things as theft, insubordination, dishonesty, unacceptable job performance, release of confidential College data or information without proper authority, inappropriate use or possession of alcohol, drugs or weapons on College premises, abusive behavior such as fighting or aggravated harassment in any form, discriminatory practices in any form, and intentional destruction of College property or another employee’s property.

Employees may also be disciplined for other misconduct such as, but not limited to, improper work performance, failure to follow workplace safety rules, reporting to work under the influence of or having used alcohol or a prohibited controlled substance, discourteous behavior, violation of College policy, absenteeism and tardiness.

**Termination of Employment**

**Voluntary Termination**
If an employee decides to end employment with the College, the supervisor and the Human Resources Office should be notified in writing. Hourly paid staff members are expected to give at least two weeks’ notice and salaried staff thirty days’ notice. Failure to give such notice will result in the forfeiture of the right to receive payment for any unused accrual of vacation leave time.

**Retirement**
Retirement eligibility is defined by the College as minimum age 55 years with at least ten years of continuous service, or for late hires, minimum age 65 years with at least five years of continuous service. Benefit eligible employees who participate in the Emeriti Retirement Health Plan and who terminate employment after attaining retirement eligibility as defined under the Plan are eligible for certain health benefits in retirement. See [http://www.kzoo.edu/hr/benefits.htm](http://www.kzoo.edu/hr/benefits.htm).

**Involuntary termination**
In most situations, when an employee is subject to discharge by the College, pay for vacation and wages earned to date of termination will be included in the final paycheck. Each case will be decided following a review of the circumstances leading to the termination. Employees terminated for gross misconduct will forfeit pay for any unused accrual of vacation leave time.

**Reductions in staff**
In the event that a reduction in staff becomes necessary, the President’s Staff will first determine which positions, when cut back, would least affect the operation of the College. Alternative solutions to position elimination, including reductions in hours, temporary or permanent reassignments, salary freezes or salary reductions may all be considered.
As a matter of practice, appointments at Kalamazoo College are for indefinite durations, depending upon the needs of the institution and the performance of the individual. If it becomes necessary to reduce the work force, temporary positions will be eliminated first, provided the employees retained can perform the available work. A written notice of the effective date of termination will be given, if possible, at least two weeks in advance. Pay for two weeks may be given in lieu of notice.

If employment is terminated, an employee may elect to extend health insurance coverage by meeting the requirements of Federal law known as COBRA. The College will provide proper notice and information when circumstances require.

Exit interviews
Every staff person who leaves the employ of Kalamazoo College for any reason is expected to schedule an exit interview with a member of the Human Resources staff. A portion of this interview process deals with insurance, information concerning retirement benefits, and arrangements for the final paycheck.

Use of campus facilities
Kalamazoo College employees may use such campus facilities as the Fitness and Wellness Center, natatorium, tennis courts and library. Attendance at fine arts, chapel programs, and athletic events is encouraged. Contact the Human Resources Office or the office of the area in question for more specific information.

Use of College name and stationery
The College does not permit the use of its name or stationery for any purpose other than official Kalamazoo College business or correspondence.

Whistleblower policy
Every member of the Kalamazoo College community has a responsibility for the stewardship of College resources and the private support that enables it to pursue its mission. The College is committed to compliance with the laws and regulations to which it is subject. In addition, the College seeks to maintain policies and procedures that support the highest standards of honesty, openness and accountability. For the full Whistleblower Policy with procedures for reporting concerns or complaints see http://www.kzoo.edu/hr/.

Workplace violence
Kalamazoo College does not tolerate violence or threats of violence. All acts of violence by employees, students or visitors will be taken seriously and will be dealt with appropriately. All violent acts or threats of violence should be reported. A single incident is sufficient grounds for investigation, and may result in disciplinary action including termination, and/or arrest and prosecution.

Workplace violence is defined as any physical assault, with or without weapons; behavior that a reasonable person would interpret as violent (e.g., throwing items, pounding on objects, or destroying property); and specific threats to inflict physical harm or damage property. The Director of Security is charged with investigating allegations and incidents of workplace violence. The Security Department also oversees prevention mechanisms and periodic training to make the campus community aware of these issues. If you are being subjected to or witness violence or threats of violence on campus, please contact Campus Safety (269-337-7321) immediately.

Weapons, firearms, fireworks, explosives
The safety and security of members of the College community are a priority. Therefore, Kalamazoo College prohibits the possession, use, or sale of any weapon or firearm, fireworks or explosives on
College property for any reason at any time, including substances, devices, or weapons designed to or that may incapacitate, injure or kill. The only exception is that public officials licensed by their profession to carry guns can do so as required by their professional duties. In addition, no person shall possess an altered or replicated dangerous weapon, which, in the manner used or displayed, may create fear. The only exception is stage weaponry used by the Department of Theatre Arts that is securely stored and has been registered and approved by the Director of Campus Safety. Prohibited items include, but are not limited to:

- Firearms of any kind, including rifles, shotguns, handguns and explosive devices that are capable of casting a projectile by explosion, air, gas, chemical or mechanical means
- Firearm look-alikes or realistic facsimiles, paint guns, weapons that discharge a projectile of any kind by air, CO2 or other gas, or via a spring-loaded mechanism, including pellet or BB guns, or other long-barreled weapons
- Ammunition of any kind
- Devices, including, but not limited to stun or laser guns, from which an electrical current or impulse, wave or beam may be directed
- Sport, game, martial arts, or theatrical equipment, including but not limited to swords, nunchucks, throwing stars or knives, staves, clubs, darts, blowguns
- Bow and arrows, or crossbows
- Knives, except pocketknives or culinary knives, with blades longer than 3"
- Explosives or incendiary devices of any kind
- Fireworks or firecrackers
- Dangerous or toxic chemicals, chemical irritants, or chemicals stored or used for anything other than in a supervised experiment in a College laboratory.

VI. Working hours and holidays

Standard work hours

Standard Monday through Friday hours for most administrative offices at the College are 8am to 5pm, and most full time staff members regularly work those hours, with an hour for lunch. Some administrative and support staff regularly or occasionally may work a different schedule due to the nature of their responsibilities. Facilities management staff have other work schedules, and security staff are scheduled for 24/7 coverage. Flexible scheduling to facilitate participation in the College’s Faculty/Staff Wellness program allows a half hour variance from the standard schedule. (See below*).

Employees of the College are expected to be in their offices or on College business during their scheduled working hours. The College reserves the right to modify work hours to meet College needs. Because of the nature of their specific functions, certain offices are open in the evenings and on weekends, and there may be times when staff will be requested to work other than normally scheduled hours.

Variable scheduling

Due to the nature of our work, which benefits from collaboration and face-to-face meetings with colleagues, students and other constituencies, it is highly desirable to maintain a close approximation to the standard schedule. Working from home is generally not an acceptable alternative to normal office hours.

From time to time a staff member may request a temporary variation in his/her normal schedule for personal reasons such as taking a class that is not available during other hours, or unanticipated child care, elder care or transportation concerns. Supervisors are encouraged to explore options with individuals who request a variation on a short-term basis. However, schedule variations are not
appropriate for all work situations, and approval is at the discretion of the Vice President. Approval at the level of Vice President is required for any schedule variation.

**Flexible scheduling to facilitate wellness program participation**

To promote a campus culture where exercise and other healthy habits are valued and encouraged, College practice provides flexibility in staff work day scheduling to facilitate Faculty/Staff Wellness Program participation. The availability of flexible scheduling for Wellness Program activities varies based on the staffing needs of each College office and requires the approval of the supervisor and department head. Please note that the need to provide 8am to 5pm office coverage may restrict the availability of flexible scheduling in some offices.

Staff members may request a 30-minute variance in start times, lunch period or at the end of the day to facilitate participation in Faculty/Staff Wellness activities. Flexible scheduling may allow an earlier or later start time (7:30am or 8:30am instead of 8:00am), a shorter or longer lunch period (30 or 90 minutes rather than 60 minutes) and/or an earlier or later end of the work day (4:30pm or 5:30pm instead of 5:00pm).

For example, a full time staff member who normally works 8am to 5pm might request to either start the work day at 7:30am or to take a 30-minute lunch in order to be able to leave work at 4:30pm to participate in a 4:30pm wellness program. Another individual might request to either start work at 7:30am or work until 5:30pm in order to take a 90-minute lunch period with time to exercise, shower and eat lunch.

**Holidays**

Holidays normally observed by Kalamazoo College include the following:

- New Year's Day
- Martin Luther King, Jr. Day
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving Day and day after
- Christmas Eve Day
- Christmas Day
- New Year's Eve Day

Specific holidays and dates are posted annually on the Human Resources web pages. Additional paid break days may from time to time be designated by the president.

Benefit eligible employees who are regularly scheduled to work at least 1,040 hours per year are eligible for paid holidays that fall on their regularly scheduled work days. Employees not normally scheduled to work during the week in which a holiday falls are not eligible for pay for that holiday. For example, an employee with an 11-month appointment who is not scheduled to work during July does not receive pay for the 4th of July holiday.

To qualify for holiday pay, an employee must either work or be eligible for paid time off for his/her last regularly scheduled work day prior to the holiday and the next regularly scheduled work day following the holiday. This policy applies to the regular work schedule of all staff employees who are eligible for holiday pay. Holidays that fall within a scheduled vacation do not count against vacation.
Emergency closures
There may be times when certain areas of the College are unable to conduct business because of an emergency. Normally, if an emergency closure is designated by the president or a president’s staff member, those employees who are directed to not report to work or to not remain at work will be paid at their regular rate of pay for a maximum of either the total of their scheduled hours during the emergency or the balance of their work day, whichever is less. During times when the entire College is officially closed due to emergency, employees will normally be paid for regular scheduled hours not worked. However, the administration reserves the right to determine that salaries will not be continued during an emergency closure.

An hourly paid employee who reports to work under an emergency call-in will receive no less than two hours of compensation at the employee’s regular rate of pay. Hourly paid employees required to work during an official closure due to severe weather will be paid double time.

Severe weather policy
Official closings will be announced on the College’s web portal and may also be communicated via the College’s K-Alert system. During normal working hours, supervisors will notify employees of an official closing. Between 5:00 p.m. and 8:00 a.m. the College may also notify certain local radio and television stations.

For hourly paid, FLSA non-exempt staff
Time reporting, overtime and pay schedules for hourly paid staff
The College overtime policy conforms to the regulations of the wage and hour divisions of state and federal government. Hourly paid staff are non-exempt as defined by the Fair Labor Standards Act (FLSA) and fall under the overtime provisions of these regulations.

Each hourly paid employee must accurately record each day the times he/she has actually worked. The supervisor is responsible for reviewing and approving time reports by the biweekly payroll deadline. Your supervisor will advise you regarding the time reporting method used in your area (time clock, paper time sheets or Web Time Entry).

To be entitled to overtime compensation, employees must have an established work week – a fixed and regularly recurring period of 168 hours (seven consecutive 24-hour periods). Kalamazoo College hourly employees have a bi-weekly pay period, with each work week beginning on Sunday and ending the following Saturday. The pay date is the following Friday. Overtime is defined as hours worked in excess of 40 in any one week. Overtime is not determined on a daily basis, nor can two work weeks be averaged together. The law requires overtime compensation earned in a particular work week to be paid on the regular pay date for the pay period in which that work weekends. "Banking" of overtime beyond the pay date for the pay period when the overtime occurred is not permitted by law.

Compensation is required for the time an employee is required to be on duty, on the employer’s premise, or at a prescribed workplace and for the time an employee is permitted to work, whether or not the employee is requested to do so. Overtime work is not, however, permitted on a voluntary basis. It must be authorized in advance by the immediate supervisor.

Hourly staff employees are paid bi-weekly. If the scheduled payday is on a holiday, checks will be available for distribution the afternoon of the last working day prior to the scheduled payday. Direct deposit is encouraged (see https://reason.kzoo.edu/payroll/).
Payroll deductions as required by law are made for Federal and State withholding taxes and for Social Security (FICA). Employees are responsible for filing and keeping current all withholding information on the appropriate forms. Employees may also authorize other approved payroll deductions, including the Kalamazoo College Fund, United Way, 403b, and Flex Plan.

**Paid vacation for hourly paid staff** (This policy will change effective July 1, 2018. Visit [https://reason.kzoo.edu/hr/benefits/benefittime/](https://reason.kzoo.edu/hr/benefits/benefittime/) for more details.)

After completion of six months of continuous service, hourly paid staff who are regularly scheduled to work at least 1,040 hours per year are entitled to vacation with pay, to be taken at a time agreeable to both the employee and the immediate supervisor. All vacation requests must be approved in advance by the immediate supervisor. Use of vacation in excess of two contiguous weeks or in excess of 25 days per calendar year requires the approval of the senior officer.

Designated holidays falling within an employee’s requested vacation period will be paid as holiday time. The minimum amount of vacation that can be taken at one time is four hours, except when such time is used for purposes of medical or family leave. Vacation leave time can be used for compensation during emergency absence from work only after all accrued emergency leave time has been used.

Vacation leave time is accrued on all hours up to 40 hours per week for which the employee is paid, including hours worked, holidays, paid break days and emergency hours. Vacation leave time is not accrued on disability pay. Former employees of the College who are rehired after a gap of no more than three years are given service credit in full year increments for purposes of vacation leave.

Hourly paid staff who are regularly scheduled to work at least 1,040 hours per year accrue vacation according to the following schedule.

<table>
<thead>
<tr>
<th>Service years</th>
<th>Vacation hours accrued per hours paid</th>
<th>Days per year*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 5 years</td>
<td>0.0385</td>
<td>10</td>
</tr>
<tr>
<td>5 years to &lt;15 years</td>
<td>0.0577</td>
<td>15</td>
</tr>
<tr>
<td>15+ years</td>
<td>0.0769</td>
<td>20</td>
</tr>
</tbody>
</table>

*Equivalent days based on a regular year around schedule.

Hourly paid staff who are regularly scheduled to work at least 1,040 hours per year and who were hired prior to January 1, 1996 accrue vacation at the rate of 0.0962 hours per hours paid, which is the equivalent of 25 working days per year.

Unused vacation leave time may be carried over from year to year. For purposes of termination settlement (see below), it will stop accumulating when the total reaches four weeks (160 hours) for employees who have worked less than seven years and five weeks (200 hours) for employees who have worked seven or more years. When employment terminates due to resignation with proper notice given, retirement, disability, or death, payment will be made for unused vacation leave accumulations up to these limits. Employees who resign and fail to give two weeks’ notice will forfeit payment of unused vacation leave time accumulations.

**Emergency leave for hourly paid staff**

Hourly paid staff who are regularly scheduled to work at least 1,040 hours per year are eligible for paid emergency leave time which accrues on all hours up to 40 hours per week for which the employee is paid, including hours worked, holidays, paid break days and emergency hours. Emergency leave time is
not accrued on disability pay. It is intended to protect employees from loss of income during legitimate, unavoidable sickness and emergency absences from work. Employees are encouraged to accumulate maximum financial protection by using this absence provision carefully.

Circumstances for which emergency leave time might be approved include the following:

- funeral of a relative, close friend, or fellow employee (Visit https://reason.kzoo.edu/hr/policies/bereavement/ for Bereavement leave)
- doctor or dentist appointments that must be scheduled within working hours
- severe weather

With the supervisor's permission, employees who are unable to return at the end of an official closing due to severe weather may use accumulated emergency leave time until their return to work.

Emergency leave time accumulates at the rate of 12 working days in a 12 month period (.0462 hours for each hour paid, excluding overtime hours). It is available to be used as it is earned. All accumulated emergency leave time must be used before vacation leave time can be used to cover emergency absence from work. All use of emergency leave time must be approved by the employee's immediate supervisor; the College reserves the right to determine what is appropriate use of emergency leave time. The Human Resources Office may require a written explanation for the use of three or more consecutive days of emergency leave time.

Those employees who retire from the College with ten or more years of service of at least 1,040 hours per year and who have attained age 55 or older, will be paid at their current rate of pay for one-half of the accumulated unused emergency leave time. Other than for retirement as described above, no payments will be made to employees for any unused accrual of emergency leave time upon termination of employment or transfer to an FLSA exempt or non-benefits eligible position at the College.

**Short term disability**
Effective January 1, 2018, all benefits-eligible faculty and staff are eligible for compensation continuation, paid at 100%, for up to six months in the event of the employee's own serious health condition. This benefit is subject to approved medical support, is paid through payroll, and is taxable.

**For salaried FLSA exempt administrative staff**

**Pay schedules for salaried exempt administrative staff**
Annual salaries are paid in twelve equal installments on the first of each month following the work period. If the first of the month is a weekend or holiday, the pay date will be the last working day prior to the first day of the month.

**Vacation**
(This policy will change effective July 1, 2018. Visit https://reason.kzoo.edu/hr/benefits/benefittime/vacasalaried/ for more details.)

After completion of six months of continuous service, FLSA exempt staff who are regularly scheduled at least half time annually are eligible for paid vacation, to be taken at a time agreeable to both the employee and the immediate supervisor. All vacation requests must be approved in advance by the immediate supervisor. Use of vacation in excess of two contiguous weeks requires the approval of the senior officer. The minimum amount of vacation that can be taken at one time is a half day, except when such time is used for purposes of medical or family leave. Designated holidays falling within an employee's requested vacation period will be paid as holiday time.
The vacation leave year runs from July 1 through June 30. If employment with the College begins on a date other than July 1, the first year's vacation allowance is pro-rated. Regular part-time employees who are scheduled at least 1,040 hours a year are eligible for vacation leave time on a pro-rata basis.

Ten working days of vacation are provided in the first year of employment; fifteen days during the second year of employment; and twenty working days of vacation each year thereafter. There is no carry-over of vacation leave time from one vacation year to the next except in the first partial vacation year where the initial date of employment is December 1 or later. Former employees of the College who are rehired after a gap of no more than three years are given service credit in full year increments for purposes of vacation leave.

When employment terminates due to resignation with proper notice given, retirement, disability or death, payment for that year’s unused vacation leave time, pro-rated to the date of termination, will be made. Employees who resign and fail to give 30 days’ notice will forfeit payment of unused vacation leave time accumulations.

**Sick time and short term disability**
Salaries of administrative staff who are regularly scheduled at least half time annually are continued for up to six months in the event of the employee’s own serious health condition. This benefit is fully taxable to the recipient.

**Leaves of absence**

**Family and Medical Leave (FMLA)**
Kalamazoo College provides eligible employees who are covered under the Family and Medical Leave Act (FMLA) with job protected leave for qualifying reasons. Leaves of absence under this policy shall be administered and provided for in a manner consistent with the FMLA and its published regulations. Employees are eligible if they have worked for the College for at least one year and have worked at least 1,250 hours over the previous 12 months. For a description of your rights and responsibilities under the Family and Medical Leave Act, see [http://www.kzoo.edu/hr/](http://www.kzoo.edu/hr/).

**FMLA Basic Leave Entitlement**
FMLA requires covered employers to provide up to 12 weeks of unpaid, job-protected leave to eligible employees for the following reasons:
- For incapacity due to pregnancy, prenatal medical care or childbirth;
- To care for the employee’s child after birth, or placement for adoption or foster care;
- To care for the employee’s spouse, son or daughter or other child for whom the employee stands in loco parentis, or parent, who has a serious health condition; or
- For a serious health condition that makes the employee unable to perform the employee’s job.

**FMLA Military Family Leave Entitlements**
Eligible employees with a spouse, son, daughter, or parent on active duty or call to active duty status in the National Guard or Reserves in support of a contingency operation may use their 12-week leave entitlement to address certain qualifying exigencies. Qualifying exigencies may include attending certain military events, arranging for alternative childcare, addressing certain financial and legal arrangements, attending certain counseling sessions, and attending post-deployment reintegration briefings.

FMLA also includes a special leave entitlement that permits eligible employees to take up to 26 weeks of leave to care for a covered service member during a single 12-month period. A covered service member is a current member of the Armed Forces, including a member of the National Guard or Reserves, who
has a serious injury or illness incurred in the line of duty on active duty that may render the service member medically unfit to perform his or her duties for which the service member is undergoing medical treatment, recuperation, or therapy; or is in outpatient status; or is on the temporary disability retired list.

Extended Medical Leave
The College may grant leave for up to six months for the employee’s serious health condition that makes the employee unable to perform the employee's job. Extensions beyond six months may be granted within the sole discretion of the College.

Notice, Duration, and Certification
When the need for leave is foreseeable, employees are expected to provide 30 days advance notice. When not foreseeable, employees are required to provide notice of the need for leave as soon as practicable. Failure to provide appropriate notice may result in the denial of leave.

Leave for a newborn or newly placed child may be taken only within 12 months from the date of birth or placement and may only be taken continuously. When medically necessary, leave to care for a family member or for the employee's own serious health condition may be taken on an intermittent or a reduced work schedule basis.

The College will require medical certification to support a request for a leave because of a serious health condition and may require re-certifications as well as a fitness for duty report to return to work. For medical leaves beyond 12 weeks for an employee's serious health condition the College may require verification by an MD/DO selected by the College. The medical certification must include the first anticipated date of absence from service to the College and the expected date of return. A fitness for duty report may be required to return to work.

When leave is required for a serious health condition, employees will normally be given 15 calendar days to obtain the necessary medical certifications to support the leave. Employees will be required, unless the College waives the requirement, to recertify the need for the leave at least every 30 days and to report in on a periodic basis no less often than every two weeks with respect to their progress or the progress of their parent, spouse, or child, and their anticipated date for return to work.

Wages and benefits
Under the Family and Medical Leave Act, child care leave or leave to care for a family member with a serious health condition will be unpaid. The College has provided that during a leave of absence for the employee's own serious health condition, employees may be eligible for the College-funded short term disability benefit. In addition, employees on leave under FMLA are expected to use emergency or vacation leave accruals to cover otherwise unpaid leave time.

During periods of unpaid leave, vacation and emergency leave benefits will not accrue and employees will not be eligible for holiday pay.

For the duration of leave under this policy, the College will maintain the employee's health coverage under any group health plan for a period not to exceed six months annually. Any employee contributions to the health plan must be maintained during the leave to maintain coverage. Employees who fail to return from a leave will be obligated to reimburse the College for the cost of the College paid health coverage, except when the employee's failure to return is due to the continuation, recurrence or onset of a serious health condition which would entitle the employee to medical or family leave or other circumstances beyond the employee's control.
Return to work
Upon return from a leave of six months or less, employees will be restored to their original or equivalent position, with equivalent pay, benefits and other employment terms. The employee will not lose any employment benefit that accrued prior to the start of the leave.

Eligibility year
For purposes of determining eligibility for a leave, the College has adopted a rolling 12 month period whereby each time an employee takes family or medical leave, the remaining leave entitlement will be any balance of the 12 weeks which has not been used during the immediately preceding 12 months.

Personal leave
In unusual circumstances, not covered by other policies, the College may grant a leave of absence without pay to regular full-time employees or regular part-time employees who are regularly scheduled to work at least 1,040 hours per year. Whenever possible, reasonable advance notice should be given. Leave will not be approved retroactively to cover a prior period of absence. A request for leave should be presented first to the supervisor and then to the senior officer and Human Resources Director for approval. Consult Human Resources regarding eligibility for continuation of insurance coverage during unpaid leave.

All available vacation leave must be used before unpaid leave will be granted. Holiday pay and accrual of vacation and emergency leave time are suspended during unpaid leave.

Jury / witness duty
The College recognizes the obligation of its employees to serve on jury duty or as a subpoenaed witness when called. Under normal circumstances the College will continue to pay an employee’s regular budgeted pay. Should jury or witness duty require extensive absence, the College reserves the right to review continued salary maintenance. Employees are expected to report for work all or part of any work day not engaged in jury duty or as a subpoenaed witness. Employees are required to forward a copy of the summons or subpoena of jury or witness duty and documentation substantiating dates served in court to the Human Resources Office.

Military leave
Employees shall be entitled to military leave pursuant to the provisions of applicable state and Federal law and regulations.

Benefits during leaves of absence
Except as provided above, benefits such as retirement, health insurance, life insurance, etc. will continue in force with College contributions only as long as an employee is on a paid leave of absence. For unpaid leave other than qualifying leaves under FMLA, benefits paid by the College shall be suspended. COBRA continuation of health insurance at the employee’s own cost will be offered where required by law.

Eligible employees will have health insurance and life insurance provided by the College during an approved disability leave for a period not to exceed the end of the sixth month following the start of the disability leave, or until such disability leave is canceled by return to work, resignation, retirement, or the death of the employee, whichever condition occurs first.

Please note that where insurance or other employee benefit plans are concerned, the terms of the insurance policy or plan will prevail regardless of any statements contained in the handbook.
VII. Summary of employee benefits

Benefits required by law

Social Security/Medicare (FICA)
Kalamazoo College employees are covered under the Federal Insurance Contributions Act (FICA). Participation is required, and a payroll deduction for Social Security and Medicare taxes required by law is taken with a matching contribution by the College.

Workers’ compensation
The Workers Compensation law of Michigan covers each employee of the College. Kalamazoo College pays all premiums connected with this benefit. Any work related injury or illness must be reported immediately to your supervisor and to Human Resources. See http://www.kzoo.edu/hr/ for information about obtaining medical treatment.

Unemployment compensation
An employee whose employment is terminated involuntarily and through no fault of his/her own may be eligible to receive unemployment compensation. Eligibility and the amount of compensation is determined by the Unemployment Insurance Agency of the State of Michigan. Kalamazoo College reimburses the State for the full cost of unemployment benefits.

Benefits provided by the College
Basic eligibility for most benefits requires at least half time employment. For more information, consult the human resources web page at http://www.kzoo.edu/hr/ or the Human Resources Office for booklets, summary plan descriptions and other information. Please note that the College reserves the right to alter, modify, amend or terminate at any time any benefits described herein, and the terms of the insurance policy or plan will prevail regardless of any statements contained in the handbook.

Eligibility for benefits
Generally, regular full-time employees and regular part-time employees who work at least 1,040 hours per year are eligible to participate in the College’s benefit programs. Eligibility waiting periods may apply and some benefits require full time or three quarter time employment. Requirements specific to each plan are on file in the Human Resources Office.

Domestic partner benefits
Please see http://www.kzoo.edu/hr/policies.htm

Faculty/staff wellness program includes access to the Fitness and Wellness Center, classes and workshops, family activities, confidential health assessments and one-on-one consultations and coaching. Please see http://reason.kzoo.edu/wellness/ for details.

Health insurance
Coverage is effective the first day of employment, pending completed enrollment within 30 days of hire. The College and the employee contribute toward the premium cost. Specific employee premium cost-share amounts are based on salary level and are available from Human Resources or at www.kzoo.edu/hr. Coverage is available for spouses, eligible domestic partners and children. However, spouses and domestic partners with coverage available through their own employers are required to enroll in that coverage. The College does not contribute to the cost of dependent coverage for employees with less than a ¾ time appointment (.75 Full Time Equivalent).
Flexible Benefits Plan (flexible spending accounts and premium conversion). Employee’s share of the health insurance premium is taken pre-tax unless employee waives this option. Annual enrollment provides opportunity to pay out-of-pocket qualified health care expenses and dependent care expenses pre-tax through reimbursement accounts.

Term life insurance. Coverage is effective upon employment, pending completed application within 30 days of hire. The College pays the premium for basic coverage, which consists of two times annual base salary with a minimum coverage of $50,000 and a maximum coverage of $100,000. Employee may also purchase voluntary coverage.

Long term disability insurance. There is a one year waiting period for enrollment eligibility which is waived if the employee is coming from coverage under a similar plan with no more than 90 days lapse of coverage. The College pays 100% of the premium. The benefit in the event of disability is 60% of salary, integrated with social security benefits, following a six month elimination period. Monthly maximum benefit is $5,000. Benefits for total disability continue to age 65. A monthly annuity premium benefit is credited to the 403(b) Plan.

403(b) defined contribution retirement plan. There is a two year waiting period for participation, with credit given for service in a benefits eligible position at another institution of higher education. The College contributes an amount equal to 5% of annual base salary; in addition, the employee may contribute up to 5% of annual salary which the College matches one to one. A group SRA is also available with no waiting period for participation.

Emeriti Retirement Health Plan. Eligibility for employees hired after 30 September 2001 requires a minimum ¾ time appointment (1,560 hours per year). Employees hired prior to 1 October 2001 are eligible if regularly employed at least half time. Tax-advantaged health accounts, pre-funded during the working years with contributions from the College and voluntary contributions from the employee, are used to pay for qualified health expenses in retirement. The Plan provides qualified retirees with access to group health plans that coordinate with Medicare.

Tuition benefit for children of employees. Employee must be full-time with at least five consecutive full time service years immediately prior to benefit period. The benefit applies if an eligible child attends Kalamazoo College or a school in the GLCA Tuition Remission Exchange. The benefit provides full tuition at Kalamazoo College. At other schools participating in the GLCA Tuition Remission Exchange, the student is charged a participation fee equal to 15% of average GLCA tuition. A benefit is provided for up to four years for up to two children; any portion of benefit unused by the first two children may be used by a third child.

*If you have questions about the content of this handbook or would like further information, please contact your supervisor or Human Resources.*