Chair Correspondence 1994-1995

Bowling Green State University. Administrative Staff Council

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Notes

1. Colored Ink
2. Photocopies
3. Highlighter
MEMORANDUM

May 13, 1994

To: Les Barber  
Office of the President

From: Greg Jordan, Chair Administrative Staff Council

Re: Representation to the Board of Trustee Meetings

I would like to take this opportunity to explore with you the possibility of changing ASC representation at the Board of Trustee committee meetings.

At the last board meeting, I sat in the Personnel/Facilities committee meeting, while Bob Kreienkamp sat in the Finance committee meeting. In both meetings, agenda items of interest to each of the constituent groups were discussed. However, the topic of most interest to the administrative staff was discussed in the Finance committee and the topics of most interest to the classified staff were discussed at the Personnel/Facilities committee. I believe it was noted by one of the trustees in the Personnel/Facilities committee that it was too bad that the classified staff was not present to provide input. I know that in past meetings we have attempted to place the right group in the right meeting, but that is not always possible.

On behalf of ASC, I would like to propose that both the chair and chair-elect attend the Board of Trustee meetings in an official capacity. I feel that this would serve two functions. First, as mentioned, there would be representation in both committee meetings. Second, this would provide an opportunity for the chair-elect to become familiar with the inner workings of the meetings so that he/she could be up to speed when the chair position is assumed.

I thank you in advance for your consideration of this matter. I would be more than willing to discuss this further at your convenience.

pc: P. Green
June 2, 1994

Memorandum

To: Carl Lipp  
   Business Office

From: Pat Green, Chair  
   Administrative Staff Council

Re: Change in ASC Budget Administrator

Please be advised that effective immediately, Bryan Benner, Physical Plant, is the budget administrator for ASC (ADM 500-3031, 2032) for the 1994-95 fiscal year. Please make appropriate changes so the budget printouts will be sent to him.

If you need any additional information, please don't hesitate to contact me. Thanks.

cc: Bryan Benner  
    R. Martin
June 2, 1994

Memorandum

To: Carl Peschel
    Foundation

From: Pat Green, Chair
    Administrative Staff Council

Re: Change in ASC Budget Administrator

Please be advised that effective immediately, Bryan Benner, Physical Plant, is the budget administrator for ASC (ADM 121, 142, 314) for the 1994-95 fiscal year. Please make appropriate changes so the budget printouts will be sent to him.

If you need any additional information, please don't hesitate to contact me. Thanks.

cc: Bryan Benner
    R. Martin
June 3, 1994

Memorandum

To: Dr. Eloise E. Clark, Vice President
   Academic Affairs

From: Pat Green, Chair
      Administrative Staff Council

RE: 1994-95 ASC Executive Committee

For your information a list of recently elected members of the Administrative Staff Council Executive Board in 1994-95 is enclosed.

On behalf of the new Executive Committee and Administrative Staff Council, we look forward to working with you and the Administrative Council on the variety of issues and concerns that will challenge Bowling Green State University next year. We appreciate your commitment to shared governance and are grateful to be able to provide input on issues that involve the staff and the university.

On a personal note I am proud to become the chair of Administrative Staff Council. It is an awesome and exciting responsibility which I take very seriously. The well-being of all my administrative staff colleagues is a top priority for me. My philosophy for next year is based on the concept that Bowling Green State University is a good place for staff to work, and Administrative Staff Council will work to help make it the best. I feel it is very important for the elected leadership of the administrative staff to set a positive tone especially as we move into the upcoming years of transition.

If any of us can be of any service to you during the upcoming year, please do not hesitate to contact us.

Thanks for your support.

PG:aaf

Enclosure

cc: Bryan Benner
Memorandum

To: Dr. Paul Olscamp, President
    Bowling Green State University

From: Pat Green, Chair
      Administrative Staff Council

RE: 1994-95 ASC Executive Committee

June 3, 1994

For your information a list of recently elected members of the Administrative Staff Council Executive Board in 1994-95 is enclosed.

On behalf of the new Executive Committee and Administrative Staff Council, we look forward to working with you and the Administrative Council on the variety of issues and concerns that will challenge Bowling Green State University next year. We appreciate and recognize that you have always been supportive of our efforts and committed to the concept of shared governance. We are especially grateful to you for allowing the Administrative Staff Council to organize 11 years ago during your tenure at Bowling Green.

On a personal note I am proud to become the chair of Administrative Staff Council. It is an awesome and exciting responsibility which I take very seriously. The well-being of all my administrative staff colleagues is a top priority for me. My philosophy for next year is based on the concept that Bowling Green State University is a good place for staff to work, and Administrative Staff Council will work to help make it the best. I feel it is very important for the elected leadership of the administrative staff to set a positive tone especially as we move into the upcoming years of transition.

Best wishes in your last year as president and in your future adventures. If I can be helpful to you next year in any way, please let me know.

Thanks again for your support.

PG.aaf

Enclosure

cc: Les Barber
    Bryan Benner
June 3, 1994

Memorandum

To: Kathy Arrowsmith  
Arts & Sciences

From: Pat Green, Chair  
Administrative Staff Council

Congratulations on your election to the 1994-95 Administrative Staff Council. I am excited about working with you in a year that will be very challenging.

Next year will begin a period of transition and uncertainty as we search for and hire a new university president. Change often produces anxiety. I prefer to see this time as one of opportunity. As the elected leadership of all Administrative staff, it will be up to us to set the direction for the future to best serve the needs of all of our colleagues. Opening better lines of communications to determine and address the concerns of administrative staff will be critical during the next few years. I am confident we will be able to begin this process this coming year.

Many positive things are already happening. Work has begun on the creation of a consistent evaluation form for administrative staff. It is also anticipated that consistent policies regarding merit distribution will be developed. The salary equity/job title study will remain a top priority for us. The Internal Affairs Committee is working on recommendations for reorganizing Administrative Staff Council to enhance our effectiveness, allow more persons to become involved in ASC, and prepare us to begin work with a new administration.

It is up to us as members of the Administrative Staff Council to set the tone for next year and beyond. As we go about our business next year, I challenge each of us to communicate to our colleagues that Bowling Green State University is a good place for staff to work, and that Administrative Staff Council will work collaboratively to make it the best!

Congratulations again on your election. Please feel free to call me or stop by anytime. Administrative Staff Council and the welfare of all staff members are top priorities for me.

PG:aaf
June 3, 1994

Memorandum

To: Bryan Benner  
Physical Plant

From: Pat Green, Chair  
Administrative Staff Council

Congratulations on your election to the 1994-95 ASC Executive Committee. I am excited about working with you in a year that will be very challenging.

Next year will begin a period of transition and uncertainty as we search for and hire a new university president. Change often produces anxiety. I prefer to see this time as one of opportunity. As the leadership of Administrative Staff Council, it will be up to us to set the direction for the future to best serve the needs of all of our colleagues. Opening better lines of communications to determine and address the concerns of all administrative staff will be critical during the next few years. I am confident we will be able to begin this process this coming year.

Many positive things are already happening. Work has begun on the creation of a consistent evaluation form for administrative staff. It is also anticipated that consistent policies regarding merit distribution will be developed. The salary equity/job title study will remain a top priority for us. The Internal Affairs Committee is working on recommendations for reorganizing Administrative Staff Council to enhance our effectiveness, allow more persons to become involved in ASC, and prepare us to begin work with a new administration.

I suggest that we meet several times during the summer to prepare for next year. Committee assignments, network development, and goal setting are the major items for us to address as soon as possible. The first step is the combined Executive Committee set for June 14 at Firelands. I hope you will be able to attend this productive and fun meeting. At that time we can plan for our other meetings this summer.

It is up to us as members of the executive committee and Administrative Staff Council to set the tone for next year and beyond. As we go about our business next year, I challenge each of us to communicate to our colleagues that Bowling Green State University is a good place for staff to work, and that Administrative Staff Council will work collaboratively to make it the best!

Congratulations again on your election. Please feel free to call me or stop by anytime. Administrative Staff Council and the welfare of all staff members are top priorities for me.

PG:aa

cc: Greg Jordan

Also sent to:

[Signature]

[Signature]

[Signature]
June 16, 1994

Memorandum

To: ASC Executive Committee

From: Pat Green, Chair

We will continue to meet on our regular schedule this summer. Some of the items we need to look at are committee membership and chairs, identification of persons we should nominate for the presidential search committee, qualities we would like to see for our next president and goals for next year.

We will meet at noon in room 203, Hayes Hall, on the following dates:

- Tuesday, June 28, 1994
- Tuesday, July 12, 1994
- Tuesday, July 26, 1994

Please bring your lunch. If you have any agenda items or concerns, please let me know. See you on the 28th.

PG:af
June 17, 1994

Ms. Mary Gardiner Gruenewald  
Director  
Institutional Research  
The University of Memphis  
Memphis, TN 38152

Dear Ms. Gardiner Gruenewald:

I have been asked to respond to your request for information about our Administrative Staff Council in the absence of Jim Litwin. I want to point out that the information I have provided applies only to the administrative or contract staff. There is also a classified staff council on our campus to represent the interest of the hourly employees.

I am including a copy of our charter and our by-laws. We work through our Personnel Services to try to affect institutional policy. Our recommendations are carried forward to the upper administration by the Director of Personnel Services. Our administration believes strongly in the concept of shared governance and all constituent groups have input on some issues.

Obviously we have no power and are sometimes frustrated, but appreciate the opportunities we have since we are well aware that many colleges and universities have no say in policy.

I hope this information is helpful to you. If you have any questions, please do not hesitate to contact me directly at 419-372-6008.

Sincerely,

Pat Green, Chair  
Administrative Staff Council

PG:aaf
Name of University: Bowling Green State University

Approximate Numbers of University Employees (Other than Faculty): 430
Administrative Staff (does not include classified)

Does your University have a Staff Advisory Council/Staff Senate? Yes _ No __
If "Yes", Please continue.

1. Briefly, what is the purpose of this group? See attached

2. Is this a policy-making organization? Make recommendations to improve administration regarding policy

3. How many members does your council have? 43

4. Who is eligible for membership in this group? Administrative Staff members - all part-time full time

5. How long is a term of office? 3 years - 1 year off before eligible again

6. Is representation based upon numbers approximating the percentage of employment of the total staff? See attached 10% of staff
If not, how?

Additional comments or suggestions you may wish to make: By-laws
Chart attached

Please return to:
Office of Institutional Research OR by FAX no.
The University of Memphis 901-678-5138
Memphis, Tennessee 38152
June 7, 1994

Bowling Green State University
Dr. James L. Litwin, Director
Office of Institutional Research
302 McFall
Bowling Green, Ohio 43402

Dear Dr. Litwin:

The University of Memphis has recently formed a committee to explore the feasibility of a Staff Advisory Council. Never having had such a group, we are interested in how other universities provide non-faculty staff members a means by which information may be smoothly channeled.

Does your university have a Staff Advisory Council/Staff Senate? If so, we will appreciate receiving information about your group.

Will you please complete the enclosed brief questionnaire and return it to us in the next day or two? If you do have such a group we would also like to have a copy of the group's Constitution, Bylaws, or any other information you might send. These materials may be mailed to us, or FAX if you prefer, FAX number 901-678-5138.

Once again, we are grateful for your cooperation. Please do not hesitate to call upon us at any time we may be of assistance to you.

Sincerely,

Mary Gardiner Gruenewald, Director
Institutional Research

enclosure
June 20, 1994

Memorandum

To: ASC Members
From: Pat Green, Chair
RE: Barbeque on June 25

Members of Administrative Staff Council are busy people! Based on the response to the invitation to the barbeque scheduled at my house on Saturday, June 25, we have decided to reschedule. Many of you told me it was a great idea and would like to come, but any number of summer activities make it impossible this Saturday.

Therefore, we have rescheduled for Saturday, August 20, 1994. Hopefully, the Saturday before Opening Day at the University will find you available and ready for a party before the next academic year begins.

So mark your calendar for Saturday, August 20, from 2-6 p.m. I will send out another invitation closer to the date with an RSVP date on it.

Have a great summer!!

PG:aaf
June 21, 1994

Memorandum

To: ASC Executive Committee

From: Pat Green, Chair

I just received the schedule for the Open Forums for the candidates for Athletic Director. This is our chance for ASC to provide input into the search. Therefore, I would like to suggest that you attend any or all of these forums as representatives of ASC. I also suggest that we meet on Thursday, June 30 after the last forum to combine our input and fill out an evaluation form for each candidate. We can discuss this Tuesday at Executive Committee.

I am sorry this is such short notice, but I just received this information today at noon. I felt since the first forum is tomorrow, I needed to get this information to you. Thanks!
June 20, 1994

MEMORANDUM

TO: Open Forum Participants

FROM: Bill Lloyd, Chair Bill Lloyd
       Search Committee for Director of Intercollegiate Athletics

RE: Candidate Interviews for Director of Intercollegiate Athletics

An Open Forum has been scheduled for you or representatives of your organization/area to meet each candidate and address any concerns that you may have. The following are the dates and times that have been scheduled for the open forums. After your meeting with each candidate, please fill out an evaluation form and return it to the President's Office to the Attention of Beth Nagel. They will be kept confidential. All meetings will be held in the Assembly Room on the second floor of McFall Center.

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Candidate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wednesday, Jun 22</td>
<td>2:30 p.m. - 4:00 p.m.</td>
<td>Ken Kavanaugh</td>
</tr>
<tr>
<td>Thursday, Jun 23</td>
<td>3:30 p.m. - 5:00 p.m.</td>
<td>Bill Myles</td>
</tr>
<tr>
<td>Monday, Jun 27</td>
<td>1:30 p.m. - 3:00 p.m.</td>
<td>Ron Zwierlein</td>
</tr>
<tr>
<td>Tuesday, Jun 28</td>
<td>10:30 a.m. - 12:00 noon</td>
<td>Mike Hamrick</td>
</tr>
<tr>
<td>Thursday, Jun 30</td>
<td>10:30 a.m. - 12:00 noon</td>
<td>Marcia Sanchez</td>
</tr>
</tbody>
</table>
June 28, 1994

MEMORANDUM

TO: Pat Green, Chair
   Administrative Staff Council
   Kathy Eninger, Chair
   Classified Staff Council

FROM: Lester E. Barber, Executive Assistant to the President

RE: Representatives to Board of Trustees Committee Meetings

I am responding to a memo from Greg Jordan dated May 13, 1994 (copy attached). I have explored Greg’s idea with President Olscamp and with Judge Ellen Connally and John Laskey, 1994-95 Board chair and vice chair, respectively.

I am very happy to be able to report that we are all in agreement that it would make very good sense to have representatives from your two councils in attendance at both committee meetings. As Greg points out in his memo, the students and the faculty already have arrangements which permit this, so an extension of the same privilege to Administrative Staff Council and Classified Staff Council is most appropriate.

Effective immediately, therefore, please ask your respective Councils to designate two representatives each year (either chair and chair-elect or chair and vice chair) to serve as informal representatives to the Board of Trustees' committee meetings and to the traditional Thursday night Board dinners.

If you have any questions, please give me a call.

XC: Judge Ellen Connally
    John Laskey
    President Olscamp
    Vice Presidents
MEMORANDUM

May 13, 1994

To: Les Barber
Office of the President

From: Greg Jordan, Chair
Administrative Staff Council

Re: Representation to the Board of Trustee Meetings

I would like to take this opportunity to explore with you the possibility of changing ASC representation at the Board of Trustee committee meetings.

At the last board meeting, I sat in the Personnel/Facilities committee meeting, while Bob Kreienkamp sat in the Finance committee meeting. In both meetings, agenda items of interest to each of the constituent groups were discussed. However, the topic of most interest to the administrative staff was discussed in the Finance committee and the topics of most interest to the classified staff were discussed at the Personnel/Facilities committee. I believe it was noted by one of the trustees in the Personnel/Facilities committee that it was too bad that the classified staff was not present to provide input. I know that in past meetings we have attempted to place the right group in the right meeting, but that is not always possible.

On behalf of ASC, I would like to propose that both the chair and chair-elect attend the Board of Trustee meetings in an official capacity. I feel that this would serve two functions. First, as mentioned, there would be representation in both committee meetings. Second, this would provide an opportunity for the chair-elect to become familiar with the inner workings of the meetings so that he/she could be up to speed when the chair position is assumed.

I thank you in advance for your consideration of this matter. I would be more than willing to discuss this further at your convenience.

pc: P. Green
Administrative Staff Council Presidential Search/ASC Goals

Please return to Pat Green by Tuesday, July 11, 1994

Presidential Search - Please provide up to five names in rank order and a brief rationale.

1.

2.

3.

4.

5.

Leadership Statement- Qualities for next president

Concerns/Issues for ASC for next year:
Memorandum

To: Members of ASC

From: Pat Green, Chair

Re: Presidential Search/ASC Goals/Constituent Concerns

ASC Executive Committee is busy at work this summer. There are several issues that we are working on and wanted to keep you informed and invite your input.

As you may know the Board of Trustees plans to invite the constituent groups to nominate up to five persons for the presidential search committee. The Trustees will select the members of the search committee from those nominations and other appointments. While we have not yet received the official invitation or the deadline for the nominations, ASC Executive Committee is already working on this. We expect when we receive the official invitation, the timeline will be short. We are extremely glad that the presidential search committee will include constituent representation and be an open process.

The Executive Committee plans to submit a list of five names in priority order with a rationale for each name. We would like your input to compile the list. Please send me a list of up to five members of administrative staff to be considered for the search committee. Your nominations do not need to be current members of Council. They should, however, be persons who you believe can represent the interests of all administrative staff. Please list them in rank order and provide a brief rationale for each person. The Trustees are also requesting a diverse representation.

In addition, the Board of Trustees plans to invite constituent groups to participate in the development of a leadership statement which will define the goals and provide specific information for the search committee and the Board. ASC Executive Committee will also be working on this in the near future. Please provide any comments on goals/directions for the University in the next decade and critical qualities the next president should have to accomplish those goals.

The Executive Committee will also be working on compiling the goals for next year for Administrative Staff Council. Please list areas of concern and issues that you believe we should be working on this next year in the best interest of all administrative staff.

Please send (or fax at 2-6069) the enclosed to me by Monday July 11, 1994, so the Executive Committee will have your ideas for our July 12 meeting.

On behalf of the Executive Committee I want to thank you for your time and valuable input. If you have any questions or comments, please feel free to contact me at 2-6008 or e-mail me at pgreen@andy.bgsu.edu.

I hope your summer is going well!
June 30, 1994

Memorandum

To: Les Barber  
Executive Assistant to the President

From: Pat Green, Chair  
Administrative Staff Council

On behalf of Administrative Staff Council I would like to thank you, the Board of Trustees and the President for allowing us to have representation at both committee meetings. It will allow us an opportunity to provide input if requested by the Trustees, and communicate information more effectively to our constituents.

For the academic year 1994-95, Brian Benner, chair-elect, and I will be the two designees. We are looking forward to an exciting year and the opportunities which arise in a shared governance system.

Thank you once again.

PG:aaaf

cc: Brian Benner  
Eloise E. Clark  
C. Ellen Connally  
J. Christopher Dalton  
John A. Laskey  
Paul J. Olscamp  
Philip R. Mason  
Robert Martin  
Ron Zwierlein
July 5, 1994

MEMORANDUM

TO: Pat Green, Chair
    Administrative Staff Council

FROM: C. Ellen Connally, Chair
      Board of Trustees

I am writing on behalf of the Board of Trustees to request your assistance with a critical early step in the process of searching for the next president of BGSU -- the creation of a search committee.

The Board wishes to have as much input as possible from important university groups. It is in that context that we invite you to nominate individuals for possible membership on the search committee.

More specifically, please provide me with the names of 4 or 5 individuals who, in your opinion, have the qualities of cooperative understanding, broad knowledge of BGSU and discretion -- qualities which will be essential in all members of the committee. It is particularly important that the search committee membership be diverse in terms of gender and ethnicity, so please have that goal thoughtfully in mind as you develop your list of names.

Please send your nomination to me, c/o the Presidential Search Office, P.O. Box 127, BGSU, no later than July 29, 1994. As you may know from the Board's announcement of June 10, it is our goal to begin the search itself by mid to late August with the placing of the usual national advertisements. It is necessary, therefore, to establish the search committee prior to that date so that the committee can advise our presidential search consulting firm on the makeup of the ads and so that it can begin the critical task of participating in the creation of a "presidential leadership statement," or "position specification" -- a document which will help guide later stages of the search.

After the Board has received nominations from several groups -- including yours -- it will appoint the search committee membership from among (a) its own members, (b) the nominees received from the several groups, and (c) such other nominees as the Board itself may wish to consider from among these and other groups holding an important stake in the welfare of the University.

Thank you very much for your concern for and commitment to BGSU over the years and for your assistance in this matter.

dmm

xc: Members, Board of Trustees
July 6, 1994

Memorandum

To: ASC Executive Committee
From: Pat Green, Chair
Administrative Staff Council

Re: July 12 Meeting

I have received the official invitation from the Board of Trustees to nominate 4-5 persons for the presidential search committee. I would like this to be our primary agenda item at Tuesday’s meeting so we can get our names to the Board. By the 12th I expect to have input from members of ASC as well.

This Thursday, Bryan, Barb and I have been invited to meet with the consultant the Trustees have hired to help with the search. Hopefully, we will have more information for you on Tuesday.

If you are not going to be able to make the meeting, please make sure I receive your list of nominations for the search committee and any qualities you believe are necessary for the next president prior to the meeting at noon on Tuesday. You can call me at 2-6008, fax me at 2-6060 or e-mail me at pgreen@andy.bgsu.edu.

I am also enclosing the final report from 1993-94 which I would like you to look over as we begin to formulate our goals for next year.

Thanks for all your help!!!

PG:aaaf

Enclosure
July 6, 1994

Memorandum

To: Ron Zwierlein, Athletic Director

From: Pat Green, Chair
Administrative Staff Council

On behalf of your colleagues on Administrative Staff Council, I want to congratulate you on your appointment as Athletic Director. You have done an outstanding job in Recreational Sports and as the Interim Vice President of Student Affairs. We know that you will represent Bowling Green State University exceedingly well in your new position.

It is extremely gratifying for all administrative staff when one of our own is selected for a position. We are also proud that two of the five candidates were internal administrative staff members. We maintain that we have very talented staff persons here at Bowling Green and work very deliberately to encourage promoting from within.

As chair of ASC, I look forward to working with you. If I, or any other members of Administrative Staff Council, can be helpful in any way, please do not hesitate to let me know.

Go Falcons!

PG:aaf
Memorandum

To: Ken Kavanagh  
    Associate Athletic Director

From: Pat Green, Chair  
      Administrative Staff Council

On behalf of your colleagues on Administrative Staff Council, I want to congratulate you on being one of the five final candidates for the position of Athletic Director. I also want to compliment you on the outstanding job you did at the Open Forum I attended. It is obvious that you are very talented and have a very bright future.

It is extremely gratifying for all administrative staff that two of the five candidates were internal administrative staff members and the position was filled by an internal candidate. We maintain that we have very talented staff persons here at Bowling Green and work very deliberately to encourage promoting from within.

I look forward to working with you on ASC this coming year. I hope the rest of your summer goes well and you can relax a bit.

PG:aaf
July 7, 1994

Memorandum

To: John Moore, Director
    Personnel Services

From: Pat Green, Chair
      Administrative Staff Council

Thank you for meeting with me yesterday to discuss the market adjustment process. Your memo to all administrative staff definitely will clarify the process, responsibilities and accountabilities. If I receive any further questions about market adjustments, I will define the process and suggest persons talk with supervisors and consult with personnel. Hopefully, next year no one will drop through the cracks.

I also appreciate your following up with Chris Dalton on informing administrative staff in the Planning and Budgeting area about the status of market adjustment requests.

When I receive the definitions of interim and acting, I will get back to you if there are any questions.

Thank you once again for your time. I look forward to working with you this next year in the interests and welfare of all administrative staff.

PG:aaaf

cc: Bryan Benner
    Barb Keeley
    Greg Jordan
    Marcia Latta
    Amy O'Donnell
    Ed O'Donnell
    Diane Regan
    Deb Wells
    Denise Van De Walle
    Mary Beth Zachary
July 14, 1994

Memorandum

To: Dr. Tony Boccanfuso, Director
Research Services

From: Pat Green, Chair
Administrative Staff Council

On behalf of Administrative Staff Council, I want to welcome you to Bowling Green State University. I hope your first few weeks here have been good ones and not too hectic. You have joined a very diverse, professional, talented group of people who are committed to serving BGSU.

Administrative Staff Council proudly represents the welfare and interests of all administrative staff. We meet monthly during the academic year; the Executive Committee meets all year round. We deal with a variety of issues in the best interest of staff and the overall mission of the university. Minutes from the council meetings are distributed as well as other information as needed. In addition, in the fall you will be assigned a representative on Council who will keep in touch with you about current matters and seek your input.

If you have any questions or concerns about administrative staff issues, please do not hesitate to contact me at 2-6008. I would be glad to assist you in any way possible.

PG:aaf
July 14, 1994

Dr. Ronald Zera  
Managing Director  
Higher Education Practice  
Spencer Stuart  
1717 Main Street  
Suite 5300  
Dallas, Texas  75201-4605

Dear Ron:

On behalf of Bryan Benner and myself, I want to thank you for taking the time to meet with us as representatives of Administrative Staff Council. We appreciate your listening to our concerns and possible suggestions for consideration for the leadership statement.

We will be submitting our list of nominees for the search committee very soon to the Board of Trustees. Administrative Staff Council Executive Committee decided to submit a ranked list and recommend that I, as current chair, be the number one choice.

We are also in the process of revising and polishing qualities for the next president. We will forward our final results to the Board very soon.

It was a pleasure meeting with you. We look forward to working you in any possible capacity. If you are still interested in meeting with the Administrative Staff Council Executive Committee, please let me know. They would be very interested in talking with you.

In the meantime, if I can be of any service, please do not hesitate to contact me at 419-372-6008.

Sincerely,

Pat Green  
Chair, Administrative Staff Council  
Email: pgreen@andy.bgsu.edu  
PG:aaf  
cc: Bryan Benner
July 18, 1994

Memorandum

To: Administrative Staff
From: Pat Green, Chair 
Administrative Staff Council

This is turning out to be a very busy summer for the Administrative Staff Council Executive Committee! Many exciting things are happening, and on behalf of the Executive Committee I want to keep you informed.

I am pleased to report that members of the Executive Committee were invited to attend the Open Forum presentations for the candidates for athletic director. On behalf of Administrative Staff Council, Bryan Benner and I attended and completed evaluation forms for each of the candidates. We are proud that two administrative staff members from BGSU were finalists in a very competitive pool. Ken Kavanaugh and Ron Zwierlein gave excellent presentations. It is also extremely gratifying when an internal candidate is offered the position. Our best wishes to Ron as he embarks on his new career.

One of our areas of concentration this summer is the presidential search. You may be aware that constituent groups on campus have been invited to nominate 4-5 names to the Trustees to be considered for the presidential search committee. After polling members of ASC, the Executive Committee has decided to submit the following four names: Pat Green, Marshall Rose, Bryan Benner and Jill Carr. The Executive Committee plans to recommend that the current chair be selected for the committee, however, any of the four persons would well represent the interests of all administrative staff.

Bryan Benner and I were invited to meet with Ron Zera, the consultant to the Trustees in the search. He explained his role as an advisor to the Board of Trustees, and was interested to hear about qualities for a new president and administrative staff concerns. Bryan and I are favorably impressed with the open process and the opportunity to provide input so far.

We are in the process of compiling qualities for the next president to pass along to the Trustees. If you have any that you want to include, please send them to me by Monday, July 25. You can also send any thoughts or comments directly to Judge Connolly, c/o the Presidential Search Office, P.O. Box 127, BGSU, by August 1.

Progress is being made towards the development of a consistent evaluation tool for all administrative staff. All the vice presidents and the president have appointed administrative staff members to the evaluation committee which John Moore chairs. The committee has met twice and will continue to meet on a regular basis. It is expected that by January, 1995 an instrument will be developed, approved by Administrative Staff Council, and submitted to the vice presidents for approval. The next steps would involve training supervisors and implementation of the new evaluation form. The new instrument will be used to evaluate your performance after July, 1995 for the following contract year 1996-97. The committee hopes to address issues of merit distribution also.

If you do not currently have an updated position description on file in Personnel Services, please do so as soon as possible. Personnel has advised us that having your position description on file is necessary for the evaluation and merit process.
The fall reception for all administrative staff will be on Monday, August 29 from 3:30 to 5:00 p.m. Please note this is not on Opening Day again this year. It is currently scheduled for the conference room in Oslcampion Hall, but the location might change. You will receive an invitation later in the summer. Please take some time to greet your colleagues, meet our ASC scholarship winner and congratulate the Ferrari Award winner.

Administrative staff will be participating in the University Open House on Saturday, September 24, 1994. We will need 24 staff to help with information booths throughout the day and additional staff to distribute balloons. If you have an hour or so to help on that day, please let me know (below).

The Executive Committee is working on goals for Administrative Staff Council next year. In formulating the goals, we need your input. Please fill in the bottom of this page and send to me by Friday, August 5, 1994.

Next year will be a very busy year for Administrative Staff Council. It will also begin a transition time for the University. Change brings uncertainty, but also opportunity. I look forward to next year as the beginning of new opportunities for all administrative staff as we move into a new era. I am excited about those possibilities and what those mean to the future of administrative staff and the University.

Communication is essential at any time and probably will be more important in the upcoming months. I will keep you informed as issues develop, progress is made, and your input is needed. Please feel free at any time to contact any member of ASC, the Executive Committee or me regarding issues and concerns that are important to you. We are here to represent all administrative staff!

We look forward to hearing from you and hope the rest of your summer is wonderful!

Please detach below and return to Pat Green, Department of Chemistry. You can also reach me by phone (2-6008), fax (2-6069) or e-mail (pgreen@andy.bgsu.edu)

Please contact me to work for ASC at the University Open House. Name__________________

Issues and Concerns for ASC 1994-95 Name (optional)__________________

Qualities for the next president of BGSU
July 19, 1994

Memorandum

To: C. Ellen Connally, Chair
    Board of Trustees

From: Pat Green, Chair
      Administrative Staff Council

On behalf of all administrative staff, I want to thank you for the opportunity to participate and provide input for the presidential search. We appreciate the Board’s invitation to nominate persons to be considered for the search committee and the inclusion of administrative staff on that committee. The Board’s commitment to a participatory process definitely will have a positive effect on the entire university community.

At this time, and on behalf of members of Administrative Staff Council and its Executive Committee, I am forwarding the names of the nominees in priority order.

1. Pat Green, current chair of Administrative Staff Council, Administrative Director of Center for Photochemical Sciences, Academic Affairs

2. Marshall Rose, Director of Affirmative Action, President’s Office

3. Bryan Benner, chair-elect of Administrative Staff Council, Assistant Director of Physical Plant, Operations

4. Jill Carr, past chair of Administrative Staff Council, Director of Housing, Student Affairs

All of the nominees are well informed, have played major leadership roles and would be able to represent the diverse perspectives of the university community. They are persons with a good understanding of the inner workings of the university and the issues that confront it. All of these individuals are thoughtful and have the high integrity needed to participate in a selection process as delicate as the one you are about to embark on.

Administrative Staff and its Council are committed to supporting the Trustees in every way possible in this very critical search. While we acknowledge the challenge ahead, we also look forward to the opportunities this process presents.

PG:aaf

cc: ASC Executive Committee
July 20, 1994

Memorandum

To: Andrew Lopuszynski
   Assistant Director
   Graduate Studies in Business

From: Pat Green, Chair
      Administrative Staff Council

Welcome to Bowling Green State University!

On behalf of Administrative Staff Council, I want to welcome you as a new administrative staff member. You have joined a very diverse, professional, talented group of people who are committed to serving Bowling Green State University.

Administrative Staff Council proudly represents the welfare and interests of all administrative staff. In addition, we seek professional development opportunities, maintain communication among staff members, and review, initiate and make recommendations on institutional policies. We meet monthly during the academic year; the Executive Committee meets all year round. We deal with a variety of issues in the best interest of staff and the overall mission of the University. Minutes from the council meetings and other information are distributed on a regular basis to keep all administrative staff informed. In the fall you will be assigned a representative on Council who will keep in touch with you about current matters and seek your input.

If you have any questions or concerns about administrative staff issues or policies, please do not hesitate to contact me at 2-6008 or by e-mail (pgreen@andy.bgsu.edu). I would be glad to assist you in any way possible.

We look forward to having you as a new colleague.

PG:aaf

Memo sent to memos' attached.
Bowling Green State University

MEMORANDUM

TO: Greg Jordan
Administrative Staff Council

FROM: Shirley Colan
Personnel Services

DATE: 7/12/94

RE: New Administrative Staff Members

Name                  Title & Department                        Date of Hire

ACADEMIC AFFAIRS
Anthony Boccasusano  Director Research Services       6-28-94
Andrew Lopusznyski   Assistant Director Graduate Studies in Business 6-32-94

PLANNING AND BUDGETING
Terrence Moenich    Campus Network Manager University Computer Services 6-27-94
Michael Walsh       Director Admissions                     7-15-94

PRESIDENT
Stanley Heath       Assistant Basketball Coach Athletic Department July 1, 1994
Steven Telander     Assistant Football Coach Athletic Department June 30, 1994
Kurt Thomas         Assistant Golf Course Director Athletic Department 7-1-94
Greg Jordan
Page 2
July 12, 1994

STUDENT AFFAIRS

Jeffrey Johnson  Assistant Director
Career Planning and Placement  7-11-94

Edward Whipple  Vice President
Student Affairs  7-19-94

xc: Bob Martin
Melissa Firestone
Ron Zwierlein
Jim Clemens
Brad Browning
Bev Stearns
Lois George
Sharon Stuart
Shirley Agen
Joann Gillian
Susan Dunn
Michelle Simmons
July 27, 1994

Memorandum

To: C. Ellen Connally, Chair
   Board of Trustees

From: Pat Green, Chair
      Administrative Staff Council

On behalf of Executive Committee of Administrative Staff Council, I am pleased to submit the enclosed contribution to the leadership statement for the presidential search. The Executive Committee created this statement from a compilation of qualities submitted to us by many administrative staff members. Therefore, the statement reflects the opinions of a variety of persons. We hope it is helpful.

Once again, I want to thank you for including administrative staff in the process. We are very excited about the upcoming year and the future of Bowling Green State University.

PG:aaf

Enclosure
Bowling Green State University seeks an individual for President who will lead the institution into the next century. The successful candidate is expected to have:

- An earned Ph.D. with higher education administrative experience and the capacity to provide management and financial oversight to a complex organization

- Exceptional ability to communicate with many constituencies - both off and on campus, including critics - about the essence and value of BGSU; an individual who will be an effective advocate with our many publics, from students to parents to taxpayers to legislators

- A commitment to moving into the 21st century with a strategic plan developed through the shared governance process

- An ability to lead others to a shared vision for the future as a public undergraduate institution with where teaching and scholarship are valued, academic excellence is paramount and diversity and global perspectives are integral

- An accessible and dynamic leadership style with the expectation that other administrators will operate similarly; demonstrated willingness to respect, listen and respond to concerns of all campus constituent groups

- A commitment to the acquisition, application and implementation of information technology and its availability to all constituent groups; responsive to innovative developments in educational technology

- A skilled and experienced fund-raiser

- An appreciation and commitment to diversity and the ability to infuse a commonality of purpose that embraces and transcends the many differences among those seeking to fulfill the academic mission

- An understanding of the appropriate role of intercollegiate athletics in an academic setting
August 12, 1994

Memorandum

To: Paul J. Olscamp
    President

From: Pat Green, Chair
      Administrative Staff Council

On behalf of Administrative Staff Council I invite you to address the Council at either the October 6, 1994 or November 3, 1994 meeting. The meetings are on Thursdays at 1:30 p.m. in the Alumni Room in the University Union. Possible topics could include what you want to accomplish in your last year here, reflections on your tenure as president, the non-academic functions report, or anything else you think the Council would like to hear.

I understand that on certain occasions in the past you have also met with the officers. We would be honored to meet with you to discuss our goals for the coming year if it is convenient to you.

Thank you for your consideration. I look forward to hearing from you.

PG:aaf
Let's Try it Again Barbeque!

Get to Know Your Administrative Staff Council Colleagues
Have a Great Time!

Saturday, August 20, 1994

2:00 - 6:00 p.m.

Pat & Tom Green's Home
631 Aspen Lane
Bowling Green

Bring:
Friend, Spouse or Significant Other
Dish to Share
Your own Beverage
Lawn Chair

Burgers and Hot Dogs a la Green Provided
Volleyball Too!

RSVP by August 12, 1994 to Pat
372-6008 (Day)
353-0648 (Evening)
August 12, 1994

Memorandum

To: Paul J. Olsamp, President
    Bowling Green State University

From: Pat Green, Chair
      Administrative Staff Council

On behalf of all administrative staff I invite you to attend our annual Fall Reception. We hope that you will be able to join us and make a few brief remarks during the program. The reception is on Monday, August 29, 1994, from 3:00 to 5:00 p.m. in Olsamp Hall. The program begins at 4:00 p.m.

Once again this year we have moved the reception from Opening Day so more staff will be available to attend. We hope you will be able to join in the festivities. The Fall Reception is a special event for all administrative staff. We hope you will be part of it.

PG:aaf
August 17, 1994

Memorandum

To: Barb Keeley
Student Health Services

From: Pat Green, Chair
Administrative Staff Council

Thank you so much for agreeing to chair an ASC committee. I appreciate your taking on additional responsibilities in very busy times for all of us.

Enclosed is the list of standing committees for your information. You might want to touch base with members on your committees to determine when to begin meeting and what might be important for your committee to work on this coming year.

We will using the September 1 council meeting time to brainstorm areas of concern for this coming year. We will create the goals for the year from that meeting. We are also trying to open the lines of communication with all administrative staff through a variety of methods, so it is possible as the year progresses some concerns may surface that will be directed to a particular committee as a priority.

I hope you have had a great summer. I look forward to seeing you at our Fall Reception.

PG:aaaf

Enclosure

Also sent to:

C. Puwals
G. Wright
S. Antinucci
S. Swiger
D. Teeder
Amendments
Sharon Hanna
Barb Keeley - Chair
Mary Beth Zachary

External Affairs
Robert Carlisle
Wayne Colvin
Jeff Grilliot
Lauren Mangili
Dave Stanford - Chair

Ferrari Award
Steve Barr
Bryan Benner
Cindy Colvin
Rich Hughes
Gail McRoberts
Judy Paschalis
Gary Swegan - Chair

Internal Affairs
Ann Betts
Jackie Daley-Perrin
Amy O'Donnell - Chair
Pat Kania
Diane Regan
Deb Wells

Personnel Welfare
Judy Donald
Barb Keeley
Pat Koehler
Marcia Latta
Joe Luthman
Ed O'Donnell
Duane Whitmire - Chair
Denise Van De Walle

Professional Development
Dave Crooks
Greg Jordan
Tonia Stewart
Jeanne Wright - Chair

Salary
Lona Hess
Ken Kavanaugh
Barry Piersol - Chair
Sabrina White

Scholarship
Kathy Arrowsmith
Marilyn Braatz
Judy Hartley
Susan Hughes - Chair
Penny Nemitz
Jack Taylor

Faculty Senate Representative
Pat Green

Classified Staff Representative
Bryan Benner
August 17, 1994

Memorandum

To: Members of Administrative Staff Council
From: Pat Green, Chair

As we move into the new academic year, I wanted to take some time to update everyone on what Exec has done this summer so we are all on the same base (at least for a while!)

- Presidential Search
  We submitted four names to the Board of Trustees for consideration. We also wrote a leadership statement that represents interests of all administrative staff. Many thanks to Diane Regan for spending so much time consolidating our list of qualities into such a concise statement. A copy of the final document is enclosed. I understand the Trustees will be meeting on Monday, August 22, to select the members of the committee.

- University Open House
  We decided that ASC definitely needed to participate as a group. We will "person" the various information booths around campus as well as distribute helium balloons throughout the day. We will need volunteers for both of these. Some people have already indicated their willingness to volunteer. There will be a sign-up sheet at the Fall Reception.

- Fall Reception
  The reception will be a week after Opening Day again this year to encourage more people to attend. It will be in Olscamp Hall.

- Reproduction Costs
  Once again this year we will take turns photocopying the minutes to avoid spending our whole budget on minutes. Barb will set up a schedule.

- Council Meeting Locations
  It was suggested that the whole council meet in different locations around campus if possible. Ed O'Donnell is going to look into the availability of Founders for a meeting.

- ASC Mail List on OPIE
  Many thanks to Deb Wells for setting up the mailing list for administrative staff on OPIE. So far, any council member who has an e-mail account is on the list. All administrative staff will be invited to participate. Deb will add persons as requested. She will also be getting some instructions out soon for using the list. This adds another dimension to our communication abilities with all staff.

- Internal Affairs Recommendations
  The Internal Affairs Committee has done an incredible job of putting together some immediate recommendations. Exec has agreed to the following:
We will try to get Bob Martin to an Exec meeting so he will have a better understanding of some of our issues.

We will no longer go around the room for The Good of the Order, but try different things such as having an information table with literature set up, picking a VP area to report at a given meeting etc. At the September meeting we will have a personal information good of the order.

We will rearrange the tables if necessary during the meeting to continue to find a better set-up.

Officers will be visible and greet members as they come in.

Beginning with the October ASC meeting, all administrative staff will be invited to join council members for lunch from 12:15-1:15 p.m. to open lines of communication, discuss issues etc.---tables will be set up with a designated facilitator at the table---internal affairs will figure out the logistics of whether to have lunch in another room etc. Concerns will be compiled by Internal Affairs for presentation to Exec.

The September ASC meeting will be structured differently. I will give a brief welcome but not do any real orientation to ASC. The internal affairs committee will meet with any member of council who is interested prior to the October meeting for an orientation to Council. Also at this meeting there will be a few necessary reports, but the bulk of the meeting will be spent breaking down into groups to identify the areas of concern that will generate next year's goals. We will not concentrate on language, but on substance. You will receive a working list of concerns with your agenda for the September meeting. This list represents goals not accomplished last year and input from members of administrative staff this summer. We will use it as a basis for our group discussions.

- President Olscamp will speak at our November meeting. He also has been asked to say a few words at our Fall Reception.

I plan to send another memo soon to all staff inviting them to join us for lunch and also to join the ASC computer list.

I hope this information is helpful to you in getting up to speed on ASC business. It will also save you from hearing a very long chair's report at the first meeting!! It has been a busy summer, and I want to thank Exec for working so hard.

If any concerns, bright ideas or questions come up before our first meeting, please feel free to call or e-mail. I look forward to seeing you at the Fall Reception and the first meeting on September 1.

PG:aaf

Enclosure

cc: ASC Executive Committee
Bowling Green State University seeks individual for President who will lead the institution into the next century. The successful candidate is expected to have:

- An earned Ph.D. with higher education administrative experience and the capacity to provide management and financial oversight to a complex organization

- Exceptional ability to communicate with many constituencies - both off and on campus, including critics - about the essence and value of BGSU; an individual who will be an effective advocate with our many publics, from students to parents to taxpayers to legislators

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- An understanding of the appropriate role of intercollegiate athletics in an academic setting
August 16, 1994

Memorandum

To: ASC Executive Committee

From: Pat Green, Chair

As we move into the new academic year, I wanted to take some time to update everyone on what ASC has done this summer so we are all on the same base (at least for a while):

- Presidential Search
  We submitted four names to the Board of Trustees for consideration. We also wrote a leadership statement that represents interests of all administrative staff. Many thanks to Diane Regan for doing most of the work on the statement. A copy of the final document is enclosed. I understand the Trustees will be meeting on Monday, August 22, to select the members of the committee.

- University Open House
  We decided that ASC definitely needed to participate as a group. We will "person" the various information booths around campus as well as distribute helium balloons throughout the day. We will need volunteers for both of these. Some people have already indicated their willingness to volunteer. Bryan is trying to find someone who will coordinate the Open House from the External Affairs Committee.

- Fall Reception
  The reception will be a week after Opening Day again this year to encourage more people to attend. We are also having it in O'scamp Hall. Bryan is working with Dave Crooks on a price for receptions and coffee at meetings.

- Reproduction Costs
  Once again this year we will take turns photocopying the minutes to avoid spending our whole budget on minutes. Barb will set up a schedule.

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  It was suggested that the whole council meet in different locations around campus if possible. Ed O'Donnell is going to look into the availability of Founders for a meeting.

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Sent to 10 Elder members 8-16
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The September ASC meeting will be structured differently. I will give a brief welcome but not do any real orientation to ASC. The internal affairs committee will meet with any member of council who is interested prior to the October meeting for an orientation to Council. Also at this meeting there will be a few necessary reports, but the bulk of the meeting will be spent breaking down into groups to identify the areas of concern that will generate next year's goals. We will not concentrate on language, but on substance.

Enclosed is a list of topics that Exec will look at next week and prioritize what we believe should be areas of concentration next year. The results of our meeting on the 23rd will be distributed to all council members and be the basis for our small group discussions at the September Council meeting.

• President Olscamp has been invited to speak at either our October or November meeting. He also has been asked to say a few words at our Fall Reception.

I am sure I have left some things off this list, but it should help bring everyone up to date. I plan to send another memo soon to all staff inviting them to join us for lunch and also to join the ASC computer list.

I hope to see you at Exec on August 23 in the Canal Room. Get ready for a busy and great year!

PG:aaaf

Enclosures
BOWLING GREEN STATE UNIVERSITY
University President
Leadership Statement

Bowling Green State University seeks an individual for President who will lead the institution into the next century. The successful candidate is expected to have:

- An earned Ph.D. with higher education administrative experience and the capacity to provide management and financial oversight to a complex organization

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- A skilled and experienced fund-raiser

- An appreciation and commitment to diversity and the ability to infuse a commonality of purpose that embraces and transcends the many differences among those seeking to fulfill the academic mission

- An understanding of the appropriate role of intercollegiate athletics in an academic setting
ASC Concerns
1994-95

Professional Development

- E-mail (do training)
- Obtain a budget for professional development

Personnel

- Consistent evaluation procedures/criteria for merit
- Excessive workload issues especially where it applies to non-replacement of positions and increased responsibilities
- Keep employee contributions to health care at a minimum by offering multiple options
- Develop recommendations and procedures for a grievance procedure for non-renewal of contract
- Clarify BG family leave policy—especially if two persons work at BGU
- Maternity leave for classified and administrative staff should be the same (4 months for administrative and 6 for classified)
- Define and clarify market adjustment, equity adjustment and promotion and detail procedures
- Interim position pay scales
- Inconsistencies in policies and procedures across VP lines
- Encourage hiring outside consultant for job classification study
- ASC representation on financial exigency

Salary/Benefits

- Day care
- Secure an overall salary and benefit package that ranks BG in the number 4 position or higher
- Return across the board and merit to 60/40 unless consistent merit evaluations occur
- Increase the percent of sick leave paid at retirement—currently it is 25% and other universities are paying a higher percent
- Gender inequity salary issues
- Market adjustment pool

General

- Revisit ASC mission to examine ways to be integral to the university
- Lay foundations with CSC and Faculty Senate for a university body that represents all constituent groups
- Involve more staff who want to participate
- Additional operating funds
- Increase communication among staff
- Develop procedures within ASC regarding development, approval and forwarding process of policies and recommendations

Scholarship

- Increase corpus to 35,000 or higher
1994-95 Administrative Staff Council
Standing/Ad Hoc Committees

Amendments
Sharon Hanna
Barb Keeley - Chair
Mary Beth Zachary

External Affairs
Robert Carlisle
Wayne Colvin
Jeff Grilliot
Lauren Mangili
Dave Stanford - Chair

Ferrari Award
Steve Barr
Bryan Benner
Cindy Colvin
Rich Hughes
Gail McRoberts
Judy Paschalis
Gary Swegan - Chair

Internal Affairs
Ann Betts
Jackie Daly-Perrin
Amy O'Donnell - Chair
Pat Kania
Diane Regan
Deb Wells

Personnel Welfare
Judy Donald
Barb Keeley
Pat Koehler
Marcia Latta
Joe Luthman
Ed O'Donnell
Duane Whitmire - Chair
Denise Van De Walle

Professional Development
Dave Crooks
Greg Jordan
Tonia Stewart
Jeanne Wright - Chair

Salary
Lona Hess
Ken Kavanaugh
Barry Piersol - Chair
Sabrina White

Scholarship
Kathy Arrowsmith
Marilyn Braatz
Judy Hartley
Susan Hughes - Chair
Penny Nemitz
Jack Taylor

Faculty Senate Representative
Pat Green

Classified Staff Representative
Bryan Benner
August 23, 1994

Memorandum

To: Sharon P. Horgan
   Environmental Health and Safety

From: Pat Green, Chair
       Administrative Staff Council

Welcome to Bowling Green State University!

On behalf of Administrative Staff Council, I want to welcome you as a new administrative staff member. You have joined a very diverse, professional, talented group of people who are committed to serving Bowling Green State University.

Administrative Staff Council proudly represents the welfare and interests of all administrative staff. In addition, we seek professional development opportunities, maintain communication among staff members, and review, initiate and make recommendations on institutional policies. We meet monthly during the academic year; the Executive Committee meets all year round. We deal with a variety of issues in the best interest of staff and the overall mission of the University. Minutes from the council meetings and other information are distributed on a regular basis to keep all administrative staff informed. In the fall you will be assigned a representative on Council who will keep in touch with you about current matters and seek your input.

If you have any questions or concerns about administrative staff issues or policies, please do not hesitate to contact me at 2-6008 or by e-mail (pgreen@andy.bgcu.edu). I would be glad to assist you in any way possible.

We look forward to having you as a new colleague.

PG:aaf

Also, isn't the memo on an attached list.
MEMORANDUM

TO: Pat Green
   Administrative Staff Council

FROM: Shirley Colaner
       Personnel Services

DATE: 8/11/94

RE: New Administrative Staff Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Title &amp; Department</th>
<th>Date of Hire</th>
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<tbody>
<tr>
<td><strong>OPERATIONS</strong></td>
<td></td>
<td></td>
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<tr>
<td>✔ Sharon P. Hogan</td>
<td>Occupational Safety and Health Technician Environmental Health and Safety</td>
<td>7-25-94</td>
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<tr>
<td><strong>PRESIDENT</strong></td>
<td></td>
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<tr>
<td>✔ Miczi M. Sanders</td>
<td>Assistant Volleyball Coach</td>
<td>8-1-94</td>
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<td></td>
<td>Intercollegiate Athletics</td>
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<tr>
<td>✔ Francis X. Powers</td>
<td>Head Hockey Coach</td>
<td>7-18-94</td>
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<td></td>
<td>Intercollegiate Athletics</td>
<td></td>
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<tr>
<td>✔ Rochelle E. Appelbaum</td>
<td>Associate Athletic Director</td>
<td>8-1-94</td>
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<tr>
<td></td>
<td>Intercollegiate Athletics</td>
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<tr>
<td><strong>STUDENT AFFAIRS</strong></td>
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<tr>
<td>✔ Sheila A. Davis</td>
<td>Residence Hall Manager</td>
<td>7-22-94</td>
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<td>Residential Services</td>
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<tr>
<td>✔ Dona M. Garafalo</td>
<td>Residence Hall Director</td>
<td>7-22-94</td>
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<tr>
<td>✔ Kelly L. Greenfield</td>
<td>Residence Hall Manager</td>
<td>7-31-94</td>
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<tr>
<td>✔ Doreen L. Long</td>
<td>Residence Hall Director</td>
<td>7-22-94</td>
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<td>Residential Services</td>
<td></td>
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<tr>
<td>✔ Ute P. Lowery</td>
<td>Complex Coordinator</td>
<td>7-22-94</td>
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</tr>
</tbody>
</table>
STUDENT AFFAIRS—CONTINUED

Geraldine M. Muir  Residence Hall Manager  7-22-94
Residential Services

Artyce-Joy Priesman  Residence Hall Director  7-22-94
Residential Services

Elizabeth M. Soto  Residence Hall Manager  7-22-94
Residential Services

UNIVERSITY RELATIONS  MONITOR Editor  8-1-94
Public Relations

Sheila Rieser

CHANGES IN ASSIGNMENT

Ronald Zwierlein  Athletic Director  7-6-94
Intercollegiate Athletics
(formerly Interim Vice President for
Student Affairs)

Marcos Rivera  Director of Special Programs  8-15-94
Multicultural Affairs
(formerly Interim Director)

Deborah Vetter  PT Assistant Director  8-1-94
Career Planning and Placement
(formerly full-time)

Joseph J. O'Loughlin  PT Computer Services Consultant  7-1-94
Firelands Computer Services
(Retired; returning to work)

John Gregory  PT Consultant  7-1-94
Athletic Department
(Retired; returning to work)

xc:  Bob Martin
Sheila Rieser
Greg Jordan
Jim Clemens
Brad Browning
Barb Keeley
Lois George
Sharon Stuart
Shirley Agen
Joann Gillian
Susan Dunn
Michelle Simmons
August 29, 1994

Memorandum

To: Paul J. Olscamp, President
Bowling Green State University

From: Pat Green, Chair
Administrative Staff Council

On behalf of all administrative staff I want to congratulate you on the dedication of Paul J. Olscamp Hall. This building puts Bowling Green State University at the forefront of the technological "tectonic shift" and is testimony of your accomplishments during your tenure here.

Your address to faculty and staff touched on many issues that each of us must focus on as we enter years of rapid change where the information explosion will be overwhelming. I was very glad to hear your refer to the non-academic functions report and specifically the issue of training and retraining. In the coming years if we are not trained properly and frequently, we will not be able to keep up with the technological changes and serve the needs of the students and the community at large.

I want to thank you for supporting shared governance particularly by allowing both the establishment and growth of Administrative Staff Council. We are proud of our achievements over the past 12 years and are appreciative of your support.

Congratulations again on Olscamp Hall and a record at Bowling Green in which you can take great pride.

PG:aaf
Sept 6, 1994

Dear Pat:

I want to apologize for missing the Administrative Staff open reception. I had every intention of attending, but something came up at the last minute. I hope that sometime in the future we can get together to exchange views.

Sincerely,

[Signature]
September 9, 1994

MEMORANDUM

TO: Kathy Eninger, Chair
    Classified Staff
    /   Pat Green, Chair
FROM: John C. Moore
      Executive Director
      Personnel Services
SUBJECT: Staff Awards Service Time

Over the past few years, questions have arisen over our methods of computing part-time service for the purpose of determining total University service credit for Staff Awards purposes. With the concurrence of Administrative and Classified Staff Councils and approval from Administrative Council, Personnel Services will change the way in which part-time service is counted. The fundamental change will be from hours or percentage of time worked to inclusive dates of employment. The following actions will be taken to effect this change.

- All permanent part-time service will be recalculated on the basis of inclusive dates of employment and not on the basis of hours or percentage of time worked for the purpose of establishing Staff Award service time only.

- Temporary and on-call employment of present full and part-time employees will be grandfathered in the determination of staff awards service time. As of January 1, 1995 this time will no longer be included in determining Staff Awards service time.

- Research on employee records will be completed in time to start the annual Staff Awards processes in December 1994.

- In making the adjustment in Staff Awards service time there will be no retroactivity regarding awards. Employees who, as a result of the adjustment, pass a five-year increment, will have the revised service time that accrues as of December 31, 1994. They will be eligible for a staff award at the end of their next five-year increment.

It is again emphasized that the provisions of this memorandum affect service time for Staff Awards only and do not change other employment activity periods (retirement, seniority, layoff, etc.)

ljj

xc: Robert L. Martin
September 13, 1994

Memorandum

To: Paul J. Olscamp, President
Bowling Green State University

From: Pat Green, Chair
Administrative Staff Council

Thank you for accepting our invitation to speak at the November 3, 1994 Administrative Staff Council meeting. The meeting is at 1:30 p.m. and will be held in the courtyard at Founder's. The Council will be meeting for lunch at 12:15 p.m. at Founder's, and you are more than welcome to join us. We are inviting any and all administrative staff members to come to lunches before meetings to open up lines of communication.

We do not have any specific agenda items for you to cover, but some suggested topics might include implementation of the non-academic functions report, child care update, the future of BGSU as you envision it, or any other comments you wish to share. There will probably be some questions for you also.

We appreciate your ongoing support of administrative staff and look forward to seeing you on November 3.

PG:af
September 21, 1994

Memorandum

To: Suzanne Crawford, Dean
    Continuing Education

From: Pat Green, Chair
      Administrative Staff Council

On behalf of the Administrative Staff Council Executive Committee, I want to thank you for your efforts in the development of a day care center for the University. We are hopeful that the funding will come through from the state, and that an addition to the WSOS facility will become a reality.

The Executive Committee also recommends the formation of an advisory committee representative of all constituents to assure quality programming and access for all university groups. This could be an ongoing group similar to the health care task force.

If we can help in any way as the day care issue moves forward, please let me know. Thank you again.

PG:af

cc: ASC Executive Committee
September 26, 1994

Memorandum

To: Dr. Les Barber, Executive Assistant to the President

From: Pat Green
Chair

On behalf of the Administrative Staff Council Executive Committee, I would like to request that the Board of Trustees allow the chairs of all constituent groups to report at the regular Board meetings. Since there are Constituent Reports on the agenda, it seems logical that all five groups represented should have an opportunity to briefly report with the members of the Board. This also would enhance the concept of shared governance.

From a personal perspective I found when I did my interviews last year for the Non-Academic Functions Committee, there was an attitude among staff in general that they were regarded as "second class citizens" and not acknowledged for their hard work. Unfortunately, small things like not speaking at Board meetings reinforces this kind of attitude. Reporting to the Board would send a positive statement to staff that they are recognized individually and as a group.

Thank you for your consideration.

PG:aaf

cc: ASC Executive Committee
MEMORANDUM
September 29, 1994

To: Judy Hageman
Foundation

From: Greg Jordan, Past-Chair
Administrative Staff Council

Re: Deposit of funds to Adm 314

Enclosed is a check for $50 to be deposited into the Administrative Staff Council's fund ADM 314. These funds have been collected from various ASC members over the past year. This deposit does not fall under the category of a gift.

If you have any questions, please let me know.

pc: B. Benner, Chair-Elect
P. Green, Chair
October 13, 1994

Memorandum

To: Dr. Paul J. Olscamp  
   President

From: Pat Green, Chair  
   Administrative Staff Council

Enclosed for your information are the goals for Administrative Staff Council for 1994-95. These were adopted by Council at the October 6, 1994 meeting. They have all been assigned to Council standing committees. We tried to develop realistic goals based on our constituent concerns and also some items we started work on last year.

If you have any comments or feedback, or if you would like any additional information, please don't hesitate to contact me.

PG:aaf

Enclosure

Also sent to:
   Martin
   Mason
   Eichten
   Clark
   Whipple
ASC Goals 1994-95

• Participate in the Mercer Group’s job analysis and compensation study for administrative staff.

• Seek ways to ensure consistent application of policies relating to the welfare of administrative staff across vice presidential and presidential lines, including annual performance evaluations, merit evaluations, salary adjustments, etc. Continue active participation in development of standard performance evaluation procedure for all administrative staff.

• Continue participation in planning for a university-based day care center; pursue establishment of an advisory committee to assure quality programming and access for all university constituent groups. Pursue Firelands’ needs for day care. Examine dependent/elder care (long range).

• Pursue implementation of a clear policy and procedure for addressing wage issues: market adjustments, promotion, equity adjustments, gender inequities, etc. Distribute the approved procedures to all staff.

• Secure an overall salary and benefit package that ranks BGSU’s administrative staff in the number four position or higher statewide. Review and make recommendations on future distribution of salary pool with particular attention to how the merit is awarded i.e. dollar amount vs. percentage split.

• Address issues related to increased workloads, e.g., development of interim/acting appointment pay scales and the possibility of alternative means of compensation/recognition.

• Work with Personnel on the issue of Administrative Staff fringe benefits with a view to equalizing some benefits among employee groups e.g., examine consistency of policy with regard to maternity leave, unpaid leave, family leave, benefits for couples when both are employed by the university.

• Establish procedures within ASC for handling policy proposals within an appropriate time frame including those which require Administrative Council action; establish a mechanism for follow-up including determination when to drop a proposal.

• Expand communication links among administrative staff; explore potential for e-mail, interest groups, networks for staff members of similar expertise or interest; find ways by which administrative staff can help one another in the workplace; examine ways to improve representative/constituent contact including the way Council elections are held.

• Seek to establish professional development funds to allow for staff participation in professional development opportunities.

• Examine staff development leave potential and develop recommendations/criteria for paid professional leave for administrative staff.

• Continue to raise funds to meet the goal of $35,000 or more for the scholarship corpus.

• Participate in presidential search process on behalf of administrative staff.

Approved ASC Executive Committee 9/27/94
Approved Administrative Staff Council 10/6/94
October 13, 1994

Memorandum

To: Administrative Staff
From: Pat Green, Chair     Administrative Staff Council

This has been a very busy fall for administrative staff! A lot of exciting things are happening, and I wanted to update you on the following:

- **Position Analysis Study**
  The University has contracted with William M. Mercer, Inc. to conduct a title/compensation study of all administrative positions with the exception of the vice presidents. This is an essential study, and one that ASC endorsed last year. It is a great opportunity to accurately title positions and to place administrative staff in appropriate salary ranges. This study should rectify market and gender inequities; establish guidelines for titles and salaries for new positions; create position descriptions for everyone; and establish policies and procedures for promotions and changes in duties. A steering committee of administrative staff members will be working with the Mercer Group at various points along the way to make sure the study meets the particular needs of staff at BGSU. I urge everyone to take the time to complete the survey as thoroughly as possible. This is a perfect chance to rectify many of our concerns about administrative staff positions. If you have any questions or concerns as the study proceeds, please contact me, another member of the steering committee or Personnel. The Personnel Welfare Committee of ASC will also be involved in monitoring the study. Duane Whitmire, chair of PWC, is on the steering committee.

- **Child Care Facility**
  The Board of Trustees approved a draft of a lease with WSOS Community Action Inc. to build a family development/head start facility on University land. A provision of the lease calls for a separate agreement with WSOS to pursue joint development of a child care facility/program for University faculty, staff and students. The development of the child care facility is contingent on the University receiving some state funding for this purpose. The outcome of the funding situation should be known later in the semester. If funds are available, an addition will be constructed on the WSOS facility for University child care. The Board of Trustees is committed to negotiating a child care agreement for BGSU that best serves the interests of students, faculty and staff.

- **Health Care Update**
  Following is the breakdown of administrative staff in each of the health care plans as of September 20, 1994: 120 in Plan 1; 8 in Plan 2; 13 in Plan 3; and 258 in the PPO. We have been invited to spend an afternoon at St. Vincent's Medical Center for lunch and an overview of their programs and services. Five administrative staff can attend. If you are interested, let me know right away. No date has been set, but it is expected to be in October.

- **Professional Development Institute**
  The University, The University of Toledo, and Eastern Michigan University are in the process of formalizing a Professional Development Institute "to enhance skills in our professional staff that
will enable our respective universities to fill future senior management positions with specific emphasis on women and minorities." Applications for the Institute will be available soon. It is expected the first class of 30 persons (10 from each school) will begin a two-year program in February.

• Presidential Search

Marshall Rose, administrative staff representative, met with the Executive Committee and updated the process. A very general ad has been placed in The Chronicle of Higher Education. The next task is to finalize a presidential leadership statement or more specific position description. Earlier this summer the ASC Executive Committee submitted a leadership statement based on comments from members of administrative staff. The Search Committee is conducting Open Forums on Friday, October 14, 1994, to hear specific input from constituent groups and interested parties. I will be speaking on behalf of administrative staff. The Executive Committee refined our original leadership statement and identified some qualities specific to administrative staff. I am impressed with the openness of the process so far. Les Barber sends memos to constituent chairs indicating dates, time and location of each search committee meeting. Marshall will keep us informed as he is able. Obviously, much of the work of the committee in the future will be confidential.

• Performance Evaluation

As you may be aware, a committee has been working on the creation of a standard performance evaluation instrument for administrative staff. A draft has been sent to the committee for comments. As soon as the comments are compiled, a meeting of the committee will be scheduled. It is anticipated the new evaluation form will be complete in January. Administrative Staff Council will endorse the evaluation form before it is sent to Administrative Council for final approval.

• ASC Goals

Council approved the goals for 1994-95 at the October meeting. They are posted on Gopher in the ASC folder under University Organizations. If you don't have access and would like a copy, please let me know.

• Electronic Communications

A folder has been set up on Gopher for ASC. We will have the minutes and other documents available. The ASC Handbook will be added soon. If you have any suggestions for items you would like to see on Gopher, please let me know. About fifty administrative staff are currently on the discussion list. Since the list is a very effective way to send and request information, Deb Wells will be adding staff who have e-mail addresses to the list. If you have a significant objection to being on the list, please let Deb know.

• Lunch

About 15 persons came to lunch with Council members before the October ASC meeting. A special thanks to Dave Crooks for the 25% discount coupon for the Nest. We are pleased with the first lunch and encourage staff to join us on November 3 in Founders. There is no set agenda. President Olscamp will be at lunch with us and will speak at the Council meeting. Please join us from 12:15 to 1:15 p.m. for great fellowship!

• Meetings with John Moore

Bryan and I have been meeting regularly with John Moore to keep open lines of communications and update each other on all the various things that are happening. If you have a particular personnel concern that you would like Bryan and me to discuss with John, please let either one of us know. We would be more than happy to try to resolve any particular problem.

That is probably enough for this memo! I will update you on any and all activities as we move forward in what looks like a very exciting year.
November 4, 1994

Memorandum

To: Members of the Job Analysis Executive Committee
   Bob Martin
   Marshall Rose
   John Moore
   Nancy Footer

From: Pat Green, Chair
      Administrative Staff Council

Enclosed is a list of concerns about the job analysis/Mercer Study that administrative staff members have shared. There is a lot of anxiety about the study especially since the survey had to be completed in such a short time and also some very mixed messages are being sent. The members of Administrative Staff Council have asked me to find out the answers to these questions and get the information to administrative staff. I would like for Bryan and I to get together with you to discuss the concerns.

I believe from talking to my colleagues that this is just the "first wave" of concerns. I also believe it is a good idea to keep the lines of communication open. It might be a good idea to have regular meetings of the steering committee also.

I hope we can get together in a timely fashion to talk about these questions. I look forward to hearing from you.

PG:aa

Enclosure

cc: Bryan Benner
Job Analysis/Mercer Group

A lot of questions have been raised by administrative staff regarding the Mercer Study. Following are concerns expressed to me that I would like Council to address:

- Why hasn't the administration told us this study is being conducted as a result of the Department of Labor audit?
- Will administrative staff have the chance to meet with representatives of the Mercer Group to ask questions?
- Will this be used to eliminate positions?
- Can I possibly be demoted?
- Does President Olscamp's commitment to address issues of gender inequity apply to situations that are discovered by the Mercer Group?
- How will the final results be presented and what is the timetable?
- Several persons felt that three weeks was way too short a time to adequately complete the job analysis. It took some persons from 5-10 hours.
- The word "staff" used in the analysis needed to be more clearly defined. There is student staff, administrative staff, volunteer staff and consulting staff.
- It has been stated that if salary inequities are discovered there is no guarantee that there will be any adjustments made. How can that be? Will there be a plan created to correct these inequities over time? If adjustments are made, will the money come from the overall salary pool, thus reducing everyone's salary?
- If someone is at the top of the salary range, does that mean that person will not get any increase—even cost of living?
- When persons reach the top of the range, does it mean they will never get an across the board or merit again?
- How does a person move within a salary range—by across the board and merit?—by promotion?
- How does a person move to another category having reached the top of the range?
- What does the administration hope to achieve by this study? What has the Department of Labor indicated they want from the University?
- Can there be focus groups to discuss these issues as the process moves along?
- Should persons in the process of seeking market/equity adjustments wait for the outcome of the Mercer Study?
I think I may have been looking at this Mercer Study with a bit of a naive view (hard to believe I know!). I was really surprised at the notion that Mercer may end up recommending ranges for salaries for staff. I have been operating under the impression that you should be able to earn as much as the salary pool and your meritorious performance can gain for you with no TOP/MAXIMUM established. The notion that we may end up restricted by salary ranges is horrifying to me (and I'm certain to those people who have raised the matter as one of their concerns) and certain to ensure mediocrity in performance since there will be NO incentive to perform "above and beyond." Is it possible to establish salary ranges for STARTING SALARY ONLY in order to insure equity at the beginning of one's career but allow salaries to rise unrestricted by a job title and based solely on the number of dollars one earns over the years as a result of across-the-board raises and merit increases? I would urge members of the Mercer Study "Watch" Group to come down on the side of this kind of approach as opposed to anything that would limit our potential for earnings. To do otherwise would send us down the same path as classified staff and result in just what the President has predicted: expansion of duties and/or inflated reporting of what we do in order to qualify for a promotion." I'd hate to see that. Earnings should rest SOLELY on the basis of an individual's performance on the job. If the problem is then with the way merit is awarded, then let's deal with that as a separable issue.

Another issue that someone raised in conversation with me was how the Mercer Study would address the gender issues raised by Ad Staff Council over the years and if it doesn't, what will be our approach for getting that issue back on the agenda?

See you later at Exec. D.

Diane D. Regan  
INTERNET: dregan@bgnet.bgsu.edu  
Assistant to the Dean  
PHONE: (419)372-8542  
College of Arts and Sciences  
FAX: (419)372-8548  
Bowling Green State University  LOCATION: 205 Administration Bldg
"HAVE MERCY"

I WAS STANDING IN LINE AT THE TACO BELL
WITH JUST ENOUGH MONEY TO PAY FOR THE SHELL
AND WITH MY BACK TO THE COUNTER I WAS TRYING TO FIND
A TABLE WITH FOOD THAT PEOPLE LEFT BEHIND
I TURNED TO PLACE MY ORDER, SAID "A TACO PLEASE,
BUT I CAN'T PAY FOR THE MEAT OF THE LETTUCE OR CHEESE!"
AND AS I ASKED FOR MY WATER, THEY LOOKED UP AND SAID
"IT'S PLAIN TO SEE YOU WORK FOR HIGHER ED!"

HAVE MERCY ON ME!
YOU CLASSED ME SO BAD, I'M A PAY GRADE THREE
IT'S BREAKING MY WALLET
CAN'T YA SEE?
MERGER, MERGER, HAVE MERCY ON ME!

WHEN I WENT TO THE BANK TO GET A LOAN FOR ME
I WAS Doin OF UNTIL WE TALKED SALARY
HE SAID "YOU CAN'T PAY ME BACK AND SO YOU DON'T GET THE CASH"
AND TOOK MY APPLICATION, THREW IT IN THE TRASH!

WELL I CALLED THE LEGISLATORS ON THE PHONE
I SAID "THIS CLASSIFICATION THING IS ALL WRONG!"
AND BY THE WAY, MR. MERGER, WHERE'S YOUR PIG?
I'D LIKE TO GIVE YOU SOME POINTS AND CLASSIFY YOU!
CHANGE OF TIME - CHANGE OF TIME - CHANGE OF TIME

MEMORANDUM

TO: Bob Martin
    Marshall Rose
    Nancy Footer
    Bryan Benner
    Pat Green
    Linda Hamilton
    Barb Keller

    Pat Patton
    Walt Montenegro
    Duane Whitmire
    Norma Stickle
    Teri Sharp
    Randy Sokoll
    Karen Woods
    Shirley Colaner

FROM: John C. Moore
      Personnel Services

DATE: November 16, 1994

RE: Meeting to discuss Mercer Study

The time has been changed to Tuesday, November 29 at 11:00 a.m. in Room 114 College Park Office Building for the meeting of the Administrative Staff Job Analysis Committee. At this meeting discussions will be held regarding the concerns about the job analysis/Mercer Study that were listed in a memo written by Pat Green, as well as other issues. Sorry for no advanced notice, but I hope you can make it.

Have a great Thanksgiving!!

JCM: mmb
- Acquire or implement - 
- Process that occurs @ Merck then have 
  - Open form - Merck- unit assist 
- As a - people have a regular basis 
- Access to market analysis 
- How to funnel into system

Determine salary range - the noticed 
- Caps -
- Evaluate duties/ not performance 
  - Merit element -

If position is reduced what steps plan to send 
- Timeline & efforts to track - need only budget 1st month see salary 
  - May not be way to put on some equity (Angela) 
- Should have years of service 
- Never drop in new to respond 
  - Put in monitor -
1. Presidential Search Committee

On October 14, I made a presentation before the Presidential Search Committee on behalf of the administrative staff. The following qualities were emphasized:

- Experience in higher education with evidence of an understanding of the wide range of issues that face faculty, staff and students and a demonstrated understanding of the issues specific to a public institution. We also feel very strongly that the next president should have an earned Ph.D.

- Strong commitment to shared governance by actively seeking the participation of all constituent groups in decision making.

- Understanding of the implications of the technological explosion and a commitment to make the changes necessary to assure that the entire university community has the technology necessary to carry out the instructional mission.

- Willingness to work with staff in support of professional development opportunities. Employment in an institution of higher education necessitates that learning should be an ongoing process.

- Commitment to develop and implement university training opportunities identified in the non-academic functions report.

- Leadership in developing a strategic plan involving all constituents to re-examine and focus the mission of the University to BGservsU.

These qualities were compiled from the input of administrative staff this past summer. I appreciate the open process of the search and the inclusion of constituent groups to participate in the process.

2. Standard Performance Evaluation

The committee met on October 25 to consider a proposed evaluation instrument. The ASC Executive Committee and other members of administrative staff had the opportunity to review the instrument and felt it did not meet the varied needs of staff. It was suggested at the meeting to contact the Mercer Group to see if they have any samples we can evaluate. The Mercer Group has been contacted by Personnel and is forwarding a performance evaluation form for the committee to look at. It has also been suggested by members of administrative staff that focus groups of staff members have the opportunity to provide feedback on any proposed instrument we might consider.

3. Representation at Board of Trustee Meetings

This year both the chair and chair-elect of ASC and CSC have been invited to attend the committee meetings. In addition, ASC requested that we be allowed to present a report at the general meetings with the rest of the constituent groups. This has been approved beginning with the December meeting. All groups will now be allowed to speak to the Board.

4. Presidents Panel

On October 27, I attended the President's Panel which is required to meet twice a year. USG, GSS, Faculty Senate, CSC, ASC, Vice President Whipple, Vice President Clark and Dr. Suzanne Crawford were present. Time was spent talking about the computer situation on campus brought up by USG. The President updated the group about implementation of the non-academic functions report. He indicated changes have been made in the registrar's office; an admissions task force has been formed; a student affairs task force has been formed; some services will be moved to the same location to provide better service; and mandatory supervisory training will be implemented. He also indicated he is opposed to the Mercer Study since it will put people in boxes and lock in salaries once a person reaches the top of the range. Dr. Crawford presented data on the International Education Committee grant awards.
Job Analysis/Mercer Group

A lot of questions have been raised by administrative staff regarding the Mercer Study. Following are concerns expressed to me that I would like Council to address:

Why hasn't the administration told us this study is being conducted as a result of the Department of Labor audit?

- Compensation study needed now, not years from now.
- Are questions:
  - How are we going to do it?
  - Reform will take place - How can we ensure a fair compensation study?
  - Will this be used to eliminate positions?
  - Can I possibly be demoted?
  - Does President Otsamp's commitment to address issues of gender equity apply to situations that are discovered by the Mercer Group?

- How will the final results be presented and what is the timetable?

- Several persons felt that three weeks was way too short a time to adequately complete the job analysis. It took some persons from 5-10 hours.

- The word "staff" used in the analysis needed to be more clearly defined. There is student staff, administrative staff, volunteer staff and consulting staff.

- It has been stated that if salary inequities are discovered there is no guarantee that there will be any adjustments made. How can that be? Will there be a plan created to correct these inequities over time? If adjustments are made, will the money come from the overall salary pool, thus reducing everyone's salary?

- If someone is at the top of the salary range, does that mean that person will not get any increase - even cost of living?

- When persons reach the top of the range, does it mean they will never get an across the board or merit again?

- How does a person move within a salary range - by across the board and merit? - by promotion?

- How does a person move to another category having reached the top of the range?

- What does the administration hope to achieve by this study? What has the Department of Labor indicated they want from the University?

- Can there be focus groups to discuss these issues as the process moves along?

- Should persons in the process of seeking market/equity adjustments wait for the outcome of the Mercer study?
November 21, 1994

Memorandum

To: Don Boren, Chair
    Health Care Task Force

From: Pat Green, Chair
    Administrative Staff Council

Re: Health Care

I have several major concerns about the health care coverage that Barb Keeley will speak about tomorrow.

• Plan 1 - Those persons who decided to stay in Plan 1 were told that it would remain the same. However, since BCBS is using a lower UCR the reimbursement is not the same, therefore creating large balance billing. People in Plan 1 should receive the same level of coverage and the same kind of service in processing claims that they did last year. In the past Plan 1 members have only had to pay deductibles; everything else has been covered. There is an effort to drive Plan 1 users into the network or to use participating providers and hospitals. Plan 1 users should not have to make medical care decisions based on this. They have paid to have the freedom of choice.

• Dental - We were told, as well as the dental community, that the benefits would be the same. Once again, since BCBS is using a lower UCR, we are being balanced billed. This is not the same coverage if we have to pay more out of pocket.

• In all plans BCBS is determining what will be paid and what will not be. In essence, they are treating us as if we have purchased their package and they are our insurer. Traditionally their plan does not cover some X-rays, pathology work, or lab work. We are self-insured and should not be told by BCBS what is covered, but should be telling them what to cover. We have no idea what procedures are covered and what will be denied. The university has not put out a benefit book. Our benefits should be driven by what we decide and not BCBS insurance packages.

No one was told about this at the time we selected health care. People might have made different choices. It also seems like we are not in charge of our health insurance. BCBS is acting as our provider and not our administrator. I appreciate the Task Force looking into these concerns and rectifying these problems for this plan year. Thank you.

cc: ASC Exec
December 14, 1994

Memorandum

To: John Moore
   Personnel

From: Pat Green, Chair

At our scheduled meeting on December 22 at 9:00 a.m. I would like to discuss the following items:

Personnel Issues

1. Duane Whitmire's and Pat Kania's request for promotions.

2. Specific details about the increases in salaries for Dean Purdy and Thad Long in Recreational Sports. Some other concerns have come up since you and I talked about them. The supporting documentation would be helpful.

Health Insurance

   General issues about insurance and dental coverage next year.

I look forward to seeing you on the 22nd.

PG:aaf

cc: Bryan Benner
MEMORANDUM

December 14, 1994

TO: John Moore

FROM: Pat Kania / Duane Whitmire

RE: Promotion Denial and Request for Market Adjustment

Please be advised that we met with Dick Conrad on December 13th who advised us that our request for promotion had been denied, but that we should submit a request for a market adjustment.

Your December 5th memorandum to Chris Dalton stated: "Based on this Personnel Services will use the submitted job descriptions as the basis of conducting market surveys on both positions." According to Dick, this means that no further formal request is needed from the two of us for the market adjustment process to be initiated. That is, our request for a market adjustment has been submitted before the December 31st deadline.

Based on our conversation with Dick, it is our understanding that one of the reasons for the promotion denial is related to the fact that the volume of job tasks are not considered in a request for promotion. For the benefit of those who may request a promotion at some point in the future, we strongly suggest that volume of job tasks as well as level of job tasks be taken into account in the promotion process.

It is unrealistic and unfair to employees who take on a substantial increase in job responsibilities to be denied a promotion simply because the volume of job tasks is not taken into account. As the Administrative Staff Council Handbook states on page 49: "Promotions are accompanied by a significant increase in the level of job responsibilities." We believe that the preceding sentence should be changed to read as follows: "Promotions are accompanied by a significant increase in the level and/or volume of job responsibilities."

We are also requesting to be considered for a "salary increase - additional responsibilities". Although this is not fully defined in the Administrative Staff Council Handbook, it is our understanding that the Board of Trustees does approve salary increases on the basis of additional responsibilities being assumed by an employee (see attachment).

To assist Personnel Services in the "pool identification" process, enclosed please find two additional attachments. The first is entitled Average Salaries by Region for Help Center Managers. This shows how Pat Kania compares to other Help Center Managers in various regions of the country based on the 1994 Help Desk Salary Survey. The second is entitled UCS Analysts' Salary Increases from 1993-94 to 1994-95. This indicates how Duane Whitmire compares to other analysts within the UCS organization over the last two years.
We look forward to hearing from you regarding your considerations of our requests for either a market adjustment or a salary increase due to additional responsibilities. If you need any additional information, please feel free to contact us.

pc: R. Conrad
C. Dalton
D. Schroeder
OVERVIEW OF
ADMINISTRATIVE STAFF PERSONNEL CHANGES
December 16, 1994

ACADEMIC AFFAIRS
3 New Appointments Full-time
2 New Appointments Part-time
2 Reappointments Full-time
3 Resignations
9 Changes in Assignment, Title and/or Salary
4 Salary adjustments
2 Increase in grant funds
1 Increase in working hours
1 Increase in working hours and grant funds
1 Promotion

OPERATIONS
1 New Appointment Full-time

PLANNING AND BUDGETING
2 Changes in Assignment, Title and/or Salary
1 Internal transfer
1 Salary increase due to merit

PRESIDENT'S AREA
2 New Appointment Part-time
2 Changes in Assignment, Title and/or Salary
1 Internal transfer
1 Salary increase - additional responsibilities
### Average Salaries by Region for Help Center Managers

<table>
<thead>
<tr>
<th>Region</th>
<th>Average Salary</th>
<th>Yrs. of DP Experience</th>
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<tbody>
<tr>
<td>New England</td>
<td>$51,154</td>
<td>14.4</td>
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<tr>
<td>Mid-Atlantic</td>
<td>$52,856</td>
<td>14</td>
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<tr>
<td>Southeast</td>
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<td>12</td>
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<td>North Central</td>
<td>$50,148</td>
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<tr>
<td>South Central</td>
<td>$48,556</td>
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<td>Mountain</td>
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<td>Northwest</td>
<td>$42,032</td>
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<td>Pacific</td>
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<td>U. S. Average</td>
<td>$50,453</td>
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<tr>
<td>Pat Kania</td>
<td>$44,956</td>
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</tbody>
</table>

The 1994 Help Desk Salary Survey
## UCS Analysts' Salary Increases from 1993-94 to 1994-95

<table>
<thead>
<tr>
<th>Analyst</th>
<th>1993-94 Salary</th>
<th>1994-95 Salary</th>
<th>Percent Change</th>
<th>Years of Univ. Service</th>
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</thead>
<tbody>
<tr>
<td>Analyst A</td>
<td>$41673</td>
<td>$45073</td>
<td>8.16%</td>
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<tr>
<td>Analyst B</td>
<td>$39082</td>
<td>$43454</td>
<td>11.19%</td>
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<tr>
<td>Analyst C</td>
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<td>$53735</td>
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<tr>
<td>Analyst D</td>
<td>$46114</td>
<td>$48298</td>
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<td>Analyst E</td>
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<td>Analyst F</td>
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<td>Analyst G</td>
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<td>$43321</td>
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<tr>
<td>D. Whitmire (Analyst)</td>
<td>$46035</td>
<td>$47417</td>
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<tr>
<td>Averages</td>
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<td>$46504</td>
<td>8.00%</td>
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</table>

The 1994-95 BGSU Salary Book
December 15, 1994

Memorandum

To: Dr. Paul J. Oiscamp
    President

From: Pat Green, Chair
      Administrative Staff Council

On behalf of the Administrative Staff Council Executive Committee I am enclosing a copy of a resolution in memory of Gary Palmisano. Like all of the University Community we are deeply grieved by the loss of our colleague. As busy as Gary was, he still had time to serve on Administrative Staff Council and the Executive Committee for three years. His commitment to his colleagues and the University is a model for us all. We will miss him tremendously and will fondly remember the dedicated person he was.

PG:aaaf

Enclosure

Also sent to:
Clark
Dalton
Whipple
Martin
Mason
January 11, 1995

Mr. David Bryan
Wasserman, Bryan, Landry & Honold
405 N. Huron St.
Toledo, OH 43604

Dear Mr. Bryan:

On behalf of Administrative Staff Council I invite you to attend our Council meeting on Thursday, February 2, 1995 at 1:30 p.m. in the Alumni Room of the University Union to give a brief presentation. Council has a tradition of inviting trustees to speak and answer questions to maintain open lines of communication.

Members of Council are always interested in the work of the Trustees so you may want to share what you perceive are the issues the Trustees are dealing with that concern us all. Specifically, members of administrative staff have expressed concerns and have questions about salary increases. It appears to us that this Board is moving in the direction of awarding larger percentages of merit than has been the custom at Bowling Green in the past. Some Board members have mentioned moving towards 100% merit as opposed to any split between merit and across the board. Members of Council have a lot of questions and concerns about this issue they would like to share with you.

I hope you are able to join us for this meeting. We are always honored to have a Board member with us. You can contact me at 332-6008. I look forward to hearing from you.

Sincerely,

Pat Green, Chair
Administrative Staff Council

PG:aaf
February 7, 1995

Mr. David Bryan  
Wasserman, Bryan, Landry & Honold  
405 N. Huron St.  
Toledo, OH 43604

Dear Mr. Bryan:

I want to thank you for accepting our invitation to talk to Administrative Staff Council on Thursday, March 9 at 1:30 p.m. I also want to let you know we have changed the room to the Campus Room of the Community Suite. This is located on the third floor. As you walk down the long hallway, it is the second room on the left.

We look forward to talking with you on the 9th. If something should come up, please let me know.

Sincerely,

Pat Green, Chair  
Administrative Staff Council  
email: pgreen@bgnet.bgsu.edu  
PG:aaf
February 7, 1995

Memorandum

To: ASC Members
From: Pat Green, Chair

In March the Administrative Staff Council meeting will move from Thursday, March 2, 1995 to Thursday, March 9, 1995 at 1:30 p.m. in the Campus Room of the Community Suite. (Lunch will also be there.) The change of date is to accommodate Trustee David Bryan's schedule so he can attend and talk with us about salary and particularly merit issues. He is very interested in doing this because he told me there really hasn't been any dialogue about merit.

Please come to the meeting prepared to ask questions and share concerns about salary and merit. This is a great opportunity for us to present our thoughts, suggestions and concerns. Check with your constituents prior to the meeting.

Come to lunch before the meeting also!!

PG:aaf
February 9, 1995

Pat Green
Administrative Staff Council
Bowling Green, Ohio 43403-0373

Dear Ms. Green,

This is to confirm that I will appear on Thursday, March 9 at 1:30 p.m., to speak briefly about my experiences as a trustee and issues currently before the Board of EGSU. Please advise me as to the amount of time set aside for my presentation. My number is 234-1239. Thank you.

Sincerely,

David A. Bryan
Trustee
February 20, 1995

Memorandum

To: Administrative Staff
From: Pat Green, Chair
Administrative Staff Council

I hope your 1995 has started well!

Over the past few months Administrative Staff Council has been busy in many different areas. I want to update you on what is happening and hope you will provide feedback to me or your ASC representative on any of the following:

- **Professional Development Institute**
  Ten administrative staff members traveled to Eastern Michigan University on February 9 to begin the two year Professional Development Institute with administrative staff from Eastern and University of Toledo. The ten Bowling Green representatives are Susan Young, Cynthia Crow, Diane Regan, Barb Keeley, JoAnn Kroll, Lori Schumacher, Beverly Stearns, Lisa Chavers, Pat Green and Inge Fopping. Those who attended found the program very stimulating. Associating with administrative staff colleagues at other institutions is also very exciting. A very special thanks to John Moore, Pat Patton, Marshall Rose and Suzanne Crawford for the incredible job they have done of putting this Institute together.

- **Market Adjustments**
  Staff members who applied for market adjustments by the December 30, 1994 deadline should receive a memo from Personnel in March indicating the results of the review. Final determinations will be completed in March and recommendations will be passed along to the appropriate vice presidential areas. If you have any questions about your request, please call Personnel.

- **Mercer Position Analysis Study**
  Pat Patton and Walt Montenegro recently returned from Louisville where they were trained on various aspects of the Mercer study. The steering committee will meet in the next few weeks for some training and updating on the process. I anticipate there will be focus group meetings for all staff members at some time in the near future. Hopefully more information will be forthcoming when the steering committee meets.

- **Health Care Issues**
  I have been invited to attend a meeting of the Health Care Task Force on Wednesday, February 22. Dorothy Behling, Chair of Faculty Senate, and Cathy Eninger, Chair of Classified Staff Council, will also attend. At this meeting we will present to the task force ongoing concerns about the health care coverage. I am interested in pursuing what will happen next year particularly with Plan 1. If you have any concerns or questions, please contact me before that meeting.

- **Recommendations for Handbook Changes**
  Administrative Staff Council has forwarded several recommended policy changes for the Administrative Staff Handbook for next year. We have proposed a Natal Policy that would entitle each administrative staff member up to six months leave for the birth or adoption of a
child. We also have proposed some clarification on salary issues including: assumption of additional duties; equity adjustments; interim/acting appointments; market adjustments; and promotions. In addition, we have proposed a change to the Family Medical Leave Act to allow spouses working at the University to be entitled to 12 weeks of leave each. These changes have been forwarded to the Administrative Council for review. We hope these will be approved so the changes can go forward to the Board of Trustees this spring for approval. Many thanks to Duane Whitmire, Chair of Personnel Welfare, and his committee who worked very hard to develop these recommendations in a very short time.

- Salary Issues
  ASC will be forwarding our recommendations regarding salary in March to Dr. Dalton. A number of administrative staff members have expressed some concern about the movement towards increasing the merit component by the Board of Trustees. ASC has invited Trustee David Bryan to talk at our March meeting. We have expressed a desire to share salary concerns with him at this time. He is very interested in hearing them and opening dialogue on this issue. If you have any questions or concerns you would like him to address, please let me know before March 7. We have moved the date of ASC to March 9, 1995 to accommodate Trustee Bryan’s schedule.

- Internal Affairs Survey
  Thank you to the 148 persons who returned the survey sent out by the Internal Affairs Committee concerning constituent representation and election of ASC members. This is by far the biggest response we have received from staff on any survey we have done recently. The results are being compiled and will be discussed by the Internal Affairs Committee and Council in the future. Early results indicate there may be some changes in the way ASC is organized in the future to better represent constituents. I want to thank the committee for all their hard work this year.

- ASC Listproc
  The ASC discussion list on OPIE has now been switched to the BGSU ListProcessor. This is an automated, electronic mailing list similar to the list on OPIE, but has more features. Everyone has the ability to subscribe to the list, unsubscribe to the list, look up old messages, postpone mail and many more features. All those currently on the OPIE list will be automatically signed up for the new list. Anyone wishing to join the list must still e-mail Deb Wells. Instructions for using the list will be posted. We hope that in the near future all administrative staff will have a BgNet account and subscribe to the list. It is a very effective method to get information out quickly.

- Lunch
  I want to encourage everyone to come to lunch before the Council meetings to get to know your colleagues. It is a great way to network with administrative staff from all areas of the University. Lunch in March will be at 12:15 on Thursday, March 9, in the Town Room of the Community Suite. I hope to see you there!

- Trustees Meeting
  Beginning with the December meeting of the Board of Trustees, administrative and classified staff chairs have given constituent reports. This is great progress for us in the shared governance process and a great opportunity to share what we have been doing. I appreciate the willingness of the Board members at allow us to participate.

As we move forward in the semester and as other issues arise, I will keep you informed. In the meantime if you have a question or concern, please feel free to contact me or any other member of Administrative Staff Council. Administrative Staff Council is here to serve your interests.
March 1, 1995

Memorandum

To: Mr. David Bryan
From: Pat Green, Chair

I have been unable to reach you by phone to respond to your note about how much time you can expect to spend with Administrative Staff Council. Since I am sure there will be many questions and comments, I would project about an hour.

In addition, since we are right in the middle of the presidential candidates’ visits to campus, I was wondering if you would be willing to take any comments you would like to about the process or overall quality of the pool.

Thank you so much for agreeing to take time from your very busy schedule to meet with Administrative Staff Council. Keeping open the lines of communication is very important to us.

PG:aaf
Memorandum

To: John Moore
   Personnel Services

From: Pat Green, Chair
       Administrative Staff Council

Re: Health Care Issues

As you are aware I have become deeply involved with some members of administrative staff who have had problems with the changes in health care. I have been aware of the problems for several months, but I know the problems have become progressively worse in the past month probably because more people have been using insurance.

My constituents have told me that they have talked frequently to Jim Morris about their problems and insurance questions in general. He has assured them repeatedly that he will get the answers for them and get back to them. As far as I know, he has not followed through in any of the specific circumstances I am aware of. I have called his staff on behalf of some of my constituents to be told that they were not aware of the questions/problems that Jim had agreed to check on. His staff has been fantastic about trying to work some of the issues out, but this has placed an incredible burden on them.

I am aware that a transition to a new administrator has problems, but the magnitude of some of these problems especially with Plan 1 members have to be taken care of in a timely fashion. This is not being done by Jim Morris. In the instances where people have continued to call him, he has not given them the information they need. In addition, his posture regarding processing Plan 1 claims seems to be let them go through under the agreed upon system with Blue Cross and then appeal them. This is not how Plan 1 is supposed to operate. Even those in the PPO are confused about some aspects of the coverage and do not seem to be able to get an answer from Jim.

I hope something can be done to solve the problems that we have been experiencing in the best interest of all employees.
MEMORANDUM

TO:    Ken Frisch
FROM:  Joe Martin
RE:    Administrative Staff Scholarships

About a year or so ago, we met to discuss the possibility of matching funds from the Development Office.

The intent was to encourage Administrative staff to increase its giving to this scholarship fund.

Since this "matching fund" request was not approved for '94/'95, is there any possibility this request could happen for '95/'96? This help is needed to generate additional "giving" enthusiasm for this rather worthwhile project.

Your help and consideration would be appreciated.

JEM/mrm

xc:  Pat Green
     Chair
     Administration Staff Council
March 20, 1995

Memorandum

To: Joe Martini

From: Pat Green

I have received a copy of your memo to Ken Frisch regarding the administrative staff scholarship. Thank you for being so persistent in those efforts.

It was my understanding this year that the development office was going to establish some matching funds for the new faculty scholarship, but none for ASC or CSC. They carried out a campaign for all the constituent groups. I do not know the final results of these efforts.

Let me know if you receive any kind of response that the ASC scholarship committee could follow-up.

Thanks once again for your efforts. Our commitment to our scholarship is one of the most important efforts we have.

PG:aaf
March 20, 1995

Memorandum

To: Bob Martin  
Vice-President for Operations

From: Pat Green, Chair  
Bryan Benner, Chair-elect  
Administrative Staff Council

Re: 1995-96 Budget Request for Operating and Professional Development

We are pleased to submit to you for your consideration the following two recommendations for budget authorization for next year's Administrative Staff Council operating and professional development fund:

1. The operating budget should be authorized back to the funding level of the '91-'92 fiscal year. The original budget was $1,581. Having previously received a 5% and 12% reduction and with no increase last year, it has placed an even more significant burden on our ability to conduct basic business. We have continued to reduce expenditures to keep within our budget, but once again it has been at the expense of departments in which officers work or from individual's own pockets. ASC as a recognized governance body should be allocated enough funds to conduct its business. Restoring our funding to a previously authorized level would enhance our ability to meet the needs of the constituents we serve.

2. You may recall that several years ago we were allocated some funds for distribution to administrative staff members in support of special needs through our Professional Development Committee. Funds were distributed based on a competitive grant request process. We have not received any additional funds for the past two years. While we greatly appreciate the University's support of professional development and the commitment to the Professional Development Institute, only ten administrative staff can be involved. We would like to recommend that ASC once again receive $5,000 to allocate on a competitive basis to support individual professional development activities that will directly benefit the University as well as the staff member.

If you need any additional information, please let us know. We would be glad to supply supporting information in a timely fashion.

Thank you for your consideration.

PG:aaf

cc: Chris Dalton
April 4, 1995

MEMORANDUM

TO: Pat Green, Chair
    Bryan Benner, Chair-elect
    Administrative Staff Council

FROM: Robert L. Martin, CPE
      Vice President for Operations

RE: 1995-96 Budget Request for Administrative Staff Council

I am in receipt of your memorandum regarding budget recommendations for the Administrative Staff Council's operating budget and professional development fund.

Your requests will be considered at the appropriate time during the budget process for fiscal year 1995-96.

Thank you.

xc. Dr. J. Christopher Dalton
April 7, 1995

MEMORANDUM

TO: Dr. Eloise Clark, Chair
    University Budget Committee

    Allan Emery, Chair
    Faculty Senate Budget Committee

FROM: Robert L. Martin, CPE
    Vice President for Operations

RE: 1995-96 Budget Requests - Administrative Staff Council

Attached is a memorandum from Pat Green and Bryan Benner, Administrative Staff Council, which describes operating and professional development budget requests for the 1995-96 year. Please consider these requests at the appropriate time during the budget process.

Thank you.

attachment

c. Dr. J. Christopher Dalton
   Pat Green
   Bryan Benner
April 28, 1995

Memorandum

To: John Moore
From: Pat Green

Re: Assistant architect position

You and I talked about the salary of the assistant architect position currently held by Jim McArthur on Thursday, April 20. I thought you agreed at the time that you would write a memo to Vice President Martin strongly indicating that there should be an equity adjustment for this position based on the recent hiring of another assistant architect at a significantly higher salary. In addition, you were going to send a copy to Jim.

Subsequently, when I met with Jim, I related the results of our meeting and told him to expect a copy of the memo. He called me today and indicated he has not heard anything more. I agreed to follow up on this and will call you next Tuesday morning when you are back in the office. I realize the pool for adjustments is not determined yet, and it is too early to expect an adjustment. It is, however, important that Vice President Martin is aware of the situation and problems that this has created so corrective action can be taken.

Thanks

cc: Jim McArthur
May 16, 1995

Memorandum

To: ASC Committee Chairs

From: Pat Green, Chair

Re: June Meeting

Just a reminder that your final committee report is due at the June ASC meeting. Please have something in writing for me so I can incorporate it in my final report. We will also have committee sign up for next year so some committees can begin working this summer. Therefore, please come prepared to give an in-depth explanation of your committee. New council members will be present and expected to sign up also. We have a lot of new members who have never served before so please be as specific as you can.

On behalf of the Executive Committee, I want to thank you for your contribution this year. These are definitely times when administrative staff are busier than ever, and your commitment of time and effort to ASC is greatly appreciated by all your colleagues.

PG:aaF
May 16, 1995

Memorandum

To: Deb Magrum
From: Pat Green, Chair

Joan Morgan has just been elected chair-elect of Administrative Staff Council. She and Bryan will represent ASC at the Board of Trustees meeting beginning June 30, 1995, through May, 1996. Bryan officially becomes chair of ASC at the meeting on June 1. He will be giving the constituent report at the meetings beginning June 30, 1995.

PG:aa

cc: Bryan Benner
    Joan Morgan
MEMORANDUM

TO: Ken Frisch
FROM: Joe Martini
RE: Matching Grant - Administrative Staff Scholarship Fund

Thank you for your recent response.

However, considering that you are about to enter a "Campaign" in the next year or so, I suggest that you consider a matching grant as an incentive to both Administrative and Classified Staff to actively participate in the campaign:

-i.e. Administrative Staff give $5000, you would add $2500.

It would be a win-win for both. It would also encourage more persons to give.

I think BGSU staff are an important (maybe small) resource. But it is my opinion that not much attention has been recently paid. Therefore, I think the Matching Grant would be a good way to rejuvenate this interest.

If I appear too persistent, I apologize. However, I personally think this issue is an important one not only for the growth of these scholarship funds, but also just as importantly a small part of your success.

At any rate, thanks for listening.

JEM/mrm

xc: Pat Green
Chair
Administrative Staff Council

Phillip Mason
Vice President of University Relations
May 30, 1995

Memorandum

To: Dr. Sidney Ribeau
From: Pat Green, Chair
Bryan Benner, Chair Elect

On behalf of all administrative staff we want to welcome you to Bowling Green State University. We are delighted at your selection as our new President and look forward to working with you. Enclosed is a fascinating book about the University that we hope you will enjoy.

As you become familiar with the constituent groups, you will realize that administrative staff are dedicated, hard working and very loyal to the University. Administrative staff are vital to the mission of the University, and look forward to participating in the development of a strategic plan and shared visions for our future. We also look forward to furthering the concept of shared governance and open lines of communication.

We know your early months here will be extremely busy as you become familiar with the University and are bombarded with requests from everyone! (We will leave you alone for a few months!!!) If we can be of any help at any time at all, please do not hesitate to contact us.

For your information, on June 1, 1995 Pat Green will become Past Chair of ASC, Bryan Benner will become Chair and Joan Morgan will become Chair-Elect.

Once again welcome to the Bowling Green family.

PG:aaf
Enclosure
May 31, 1995

Memorandum

To: Administrative Staff

From: Pat Green, Chair

I wanted to take one last opportunity to bring you up to date on the various issues we have been working on this year and what will overlap with next year since my term of office will end on June 1. I also want to take the opportunity to thank all the members of Administrative Staff Council who have worked very hard this year on your behalf. Council members this year have spent a great amount of time working on ASC standing committees, University committees, interviewing presidential candidates, and still keeping very busy in professional activities.

• Market Adjustments

Staff who have requested a market survey should have received the results from Personnel by now. The results have also been forwarded to the appropriate vice presidents. Please note that Personnel does not make any recommendations to the vice presidents. Also, if a market survey indicates a great disparity between your salary and the market, there is no guarantee you will receive that amount. If you feel you are entitled to a market adjustment, discuss this with your supervisor who should then take your case forward to the vice president.

• Position Analysis (Mercer Survey)

A memo from the steering committee will be sent soon to all staff to fill in some details, answer some questions and provide a timeline. The steering committee has been very busy reviewing each position and raising questions when appropriate. Approximately 1/4 of the positions have been reviewed so far. As more information becomes available, staff will be informed. If you have any questions, please feel free to contact a member of the steering committee. The work of the steering committee will continue into next year through the appeals phase.

• Recommendations for Handbook Changes

There has been no action from the Administrative Council regarding the proposed changes to our handbook. Vice President Martin indicated that the changes dealing with clarification of salary issues would be taken care of as a result of the Mercer study. The proposed natal leave and change to the FMLA are being researched by Nancy Footer. ASC Executive Committee has indicated to Vice President Martin that we would like, if possible, for the natal leave and FMLA changes to be acted on by Ad Council soon so the changes could go forward to the Board of Trustees at the June meeting. Realistically with the change in presidency and preparation for a transition period, Ad Council may not get to our changes now. The new Executive Committee will continue to follow through on this.

• Salary Recommendation

I was invited to speak to the Faculty Senate Budget Committee and the University Budget Committee about our recommendations. I shared with them several of the comments that were brought forth at the last ASC meeting which were representative of many staff members. This was a good opportunity to express some of our ideas about how merit is distributed, amount of across the board increase, and that all available money should be used for salary increases. There has been no action yet on the new budget.
• **Standard Performance Evaluation**
  The committee established to create a standard performance evaluation tool has decided to wait until September to proceed. The committee would like to have an opportunity to present the concept to Dr. Ribeau for his input.

• **ASC Scholarship Corpus**
  The goal this past year was to raise the ASC corpus to $35,000. The actual amount is $34,141.20. Thank you to all staff who have contributed to this very worthwhile effort. We are so close to our goal, it would be great to reach it this summer, so we can target a new goal for next year. It is never too late to contribute! Please send any contributions to Carl Peschel and indicate ASC scholarship fund.

• **Requests from Dr. Ribeau**
  ASC has received several requests from Dr. Ribeau. He has requested suggestions for the theme, kinds of things people want to hear and issues addressed at Opening Day. ASC executive committee will brainstorm this at a special meeting. Also, Dr. Ribeau has requested the names of administrative staff members to serve on the search committee for a new Vice President for Academic Affairs. The Executive Committee will make suggestions. We are all very pleased to be included and look forward to future administrative staff involvement.

This past year has been a great experience for me. I have really enjoyed being chair of ASC and representing so many talented and diverse staff members. I had many opportunities to meet new staff and to become more acquainted with others. I want to thank those of you who have provided support and encouragement. I have had many “interesting encounters” and some challenges as well.

Thanks to all of you and good luck in your future endeavors!

PG:aaf
June 6, 1995

Memorandum

To: Dr. Sidney Ribeau  
President-elect

From: Pat Green  
Past Chair

The Administrative Staff Council Executive Committee met to discuss your request for suggestions about Opening Day for faculty and administrative staff. Following are our suggestions:

• The theme should be "Expectations--Yours, Mine and Ours" and should focus on what we can expect from you, you expect from us, and we all expect. We realize that expectations are extremely high and thought if you could be specific about your strategic plan for BG, it would help all of us move forward together in a positive framework.

• We look at Opening Day as an opportunity to bring the community together and affirm all employees. In the past, while Opening Day has been for faculty and staff, administrative staff have not been acknowledged. It has been traditional for the chair of Faculty Senate to address the gathering, but not the chair of Administrative Staff Council. We would like to request the chair of Council also be given the opportunity to give a brief talk.

• Some other items that we felt were important include how can BGSU become more competitive, how will we continue to address technology needs and how will the need for staff development and training be met.

On behalf of Administrative Staff Council I want to thank you for inviting us to provide input into Opening Day and other matters. Shared governance is very important to us and we appreciate your acknowledgment of that. We look forward to your arrival on campus.

PG:aaf

cc: Bryan Benner  
Joan Morgan
May 16, 1995

Memorandum

To: Bob Martin
   Vice President, Operations

From: Pat Green, Chair

Re: Proposed Handbook Changes

Attached are copies of two handbook changes that ASC is waiting for Ad Council to discuss. One concerns a revision to the current maternity leave policy, and the other involves the Family Leave Act. Our proposed natal leave policy changes the length of leave from 4 months to 6 months and would includes all staff members. The proposed change to the FMLA would allow spouses employed at BGSU to each be entitled up to 12 weeks leave.

These are two separate proposed changes that I hope did not get lost in the shuffle. The ASC Executive Committee would like to request that these changes be considered in time for the June 30 Board meeting. Thank you for your consideration.

PG:aaf

Enclosures

cc: John Moore
    Duane Whitmire
    ASC:Executive:Committee
TIMELINE FOR ASC SUBMISSIONS FOR HANDBOOK REVISIONS

Statement of Purpose - The purpose of developing a timeline for ASC submissions for handbook revisions is to assure that all suggested revisions do not "fall through the cracks" due to lack of communications or misunderstandings regarding deadlines.

- Revisions finalized by ASC Personnel Welfare Subcommittee by October 28
- Revisions finalized by ASC Personnel Welfare Committee by November 11
- Revisions finalized by ASC Executive Committee by December 13 Meeting
- Revisions finalized by ASC at 1/5/95 Meeting
- Revisions to Personnel Services by 1/20/95
- Revisions to Administrative Council by 2/15/95
- Revisions from Director of Personnel to Executive Assistant to the President by 3/10/95
- Revisions to Board of Trustees for 3/30/95 Meeting

Chair of ASC PWC Subcommittee

Chair of ASC PWC Committee

Chair of ASC

Director of Personnel Services

Executive Assistant to the President

President of Board of Trustees

Prepared by Dr. Duane E. Whitmire, Chair of Personnel Welfare Committee - ASC
MEMORANDUM

TO: Appeals Subcommittee
    Bryan Benner
    Rob Cunningham
    Barb Keller
    Karen Woods

FROM: Norma J. Stickler
      Director of Academic Services

SUBJECT: Enclosures

Enclosed are my notes from yesterday's meeting and a revised version of the appeals format with a cover page to be sent to Personnel Services by all who plan to appeal. As I started to type up the notes I thought of a couple other things that should be done, so I added them to the list of steps (earlier Monitor notice, early preparation of materials by Personnel Services to alleviate a last-minute rush for them).

Please look everything over and call me next Wednesday if you have any changes (or email to nstickl@bgnet.bgsu.edu). I will not be here Monday or Tuesday of next week.

Thanks for all your good input.

xc: John Moore
Appeals Subcommittee
Administrative Staff Job Analysis and Compensation Plan Committee
(AKA Mercer Study Steering Committee)
Notes on May 17, 1995 meeting

Timetable for Appeals

The Appeals Subcommittee recommends the following steps.

1. Early August
   Mercer Study Executive Committee meet with President Ribeau
   Steering Committee agreement on the cover letter to be sent in
   week two (below) and Personnel Services Office to computerize
   letter and merge list so that each staff member receives a
   personalized letter.

2. Mid-August
   Article in the Monitor to explain next steps and to announce
   times and places of informational meetings.

3. Beginning in Late August/Early September
   Week one:
   Distribution to the Vice Presidents of the recommendations
   of the Administrative Staff Job Analysis Compensation Plan
   Committee. Vice Presidents have one final opportunity to
   make changes.

   Repeat of article in the Monitor to explain next steps and to
   announce times and places of informational meetings.

   Week two:
   Packets out to all members of the administrative staff and
   their supervisors [Supervisors with multiple subordinates
   should receive one set of general information and copy of
   each subordinate’s ratings.]
   Packets should contain the following:
   Memo to administrative staff announcing times of
   information meetings, process by which the committee
   reached its evaluation, and report of the individual staff
   member’s evaluation points.

   Copy of the “Job Evaluation Plan” from Mercer

   Copy of points by level and point score ranges from Mercer
Summary of the total results? (e.g., number of people in each grade?, titles in each grade? salary ranges by grade?)

Copy of appeal form and instructions

**Week three** (or beginning late in week two)
Information sessions for administrative staff and their supervisors. Sessions should be held in a facility that encourages easy dialog. Members of the steering committee should attend and assist if needed.

**Week four, five, and six**
Completion of appeal forms by staff members and supervisors

**Week seven and eight**
Organization of appeal documentation by Personnel Services and review of the documentation by all members of the Steering Committee. [We suggest a checklist on each appeal on which we would check off our names and our vote of yes or no on the appeal.]

**Week nine**
Conclude review and summarization. Meeting of Steering Committee to make decisions on appeals

**Week ten**
Notification to staff members of decisions on appeals

**Appeals by members of the steering committee**
The Appeals Subcommittee recommends that appeals from members of the full steering committee be reviewed by the Assistant Vice President of Personnel in consultation with the staff member’s vice president.

**Reappeals**
The Appeals Subcommittee recommends that the decisions of the steering committee be final and that there be no reappeals.

**Appeals in the future**
The Appeals Subcommittee recommends that future appeals be reviewed by the Assistant Vice President of Personnel in consultation with the Chair of the Administrative Staff Personnel Welfare Committee, and the staff member’s vice president.
APPEAL FORM
ADMINISTRATIVE STAFF JOB EVALUATION

Instructions
Administrative staff members who believe their job has been inaccurately evaluated may appeal the results of the evaluation. Appeals will be reviewed by the Administrative Staff Job Analysis and Compensation Plan Committee: Bryan Benner, Shirley Colaner, Rob Cunningham, Pat Green, Linda Hamilton, Barbara Keller, Walt Montenegro, Pat Patton, Teri Sharp, Randy Sokoll, Norma Stickler, Duane Whitmire, and Karen Woods. Appeals by members of this committee will be reviewed by Personnel Services in consultation with the vice president.

Appeals are to be made by completing the attached form and then obtaining the signature and comments of the supervisor, next level supervisor, and the vice president. You are also advised to discuss your appeal with your supervisor. The completed appeals forms are due in the Personnel Services Office on [date], and the Committee plans to complete review of the forms and notify staff members of the results within four to five weeks after the submission date.

In order that the Personnel Services Office will be aware of any outstanding appeals forms, you are asked to supply the information requested below and send this page to the Personnel Services Office immediately so that the Committee will know your appeal form is expected.

I plan to file an appeal

Employee Name _______________________

Department _______________________

Phone number _______________________

Supervisor Name _______________________

Phone number _______________________

Next level Supervisor Name _______________________

Phone number _______________________

Vice President Name _______________________

Appeal Form - Administrative Staff Job Evaluation

Name: ___________________________ Dept/Area: ___________________________

Current Title: ____________________________________________________________

Select the category or categories for which you are appealing, indicate your current and requested points and in the space provided concisely explain why you believe the requested points are a more accurate representation of your job description. Make reference to the established criteria for each category. Do not send attachments.

Knowledge

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Freedom of Action

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Appeal Form, Administrative Staff Job Evaluation
Signature and Approval Page

Signature of Employee: __________________________ Date: __________

SUPERVISORY APPROVALS

Immediate Supervisor

[ ] I approve the requested changes
[ ] I approve the requested changes with the modifications stated below.
[ ] I do not approve the requested changes for the reasons stated below.

Immediate Supervisor Signature: __________________________ Date: __________

Second Level Supervisor

[ ] I approve the requested changes
[ ] I approve the requested changes with the modifications stated below.
[ ] I do not approve the requested changes for the reasons stated below.

Second Level Supervisor Signature: __________________________ Date: __________

Area Vice President Comments and Signatures (if not covered above).

[ ] I approve the requested changes
[ ] I approve the requested changes with the modifications stated below.
[ ] I do not approve the requested changes for the reasons stated below.

Vice President's Signature: __________________________ Date: __________

RETURN THIS FORM TO PERSONNEL SERVICES BY 5:00 P.M. [date]
May 31, 1995

Memorandum

To: Administrative Staff

From: Pat Green, Chair

I wanted to take one last opportunity to bring you up to date on the various issues we have been working on this year and what will overlap with next year since my term of office will end on June 1. I also want to take the opportunity to thank all the members of Administrative Staff Council who have worked very hard this year on your behalf. Council members this year have spent a great amount of time working on ASC standing committees, University committees, interviewing presidential candidates, and still keeping very busy in professional activities.

- Market Adjustments
  Staff who have requested a market survey should have received the results from Personnel by now. The results have also been forwarded to the appropriate vice presidents. Please note that Personnel does not make any recommendations to the vice presidents. Also, if a market survey indicates a great disparity between your salary and the market, there is no guarantee you will receive that amount. If you feel you are entitled to a market adjustment, discuss this with your supervisor who should then take your case forward to the vice president.

- Position Analysis (Mercer Survey)
  A memo from the steering committee will be sent soon to all staff to fill in some details, answer some questions and provide a timeline. The steering committee has been very busy reviewing each position and raising questions when appropriate. Approximately 1/4 of the positions have been reviewed so far. As more information becomes available, staff will be informed. If you have any questions, please feel free to contact a member of the steering committee. The work of the steering committee will continue into next year through the appeals phase.

- Recommendations for Handbook Changes
  There has been no action from the Administrative Council regarding the proposed changes to our handbook. Vice President Martin indicated that the changes dealing with clarification of salary issues would be taken care of as a result of the Mercer study. The proposed natal leave and change to the FMLA are being researched by Nancy Footer. ASC Executive Committee has indicated to Vice President Martin that we would like, if possible, for the natal leave and FMLA changes to be acted on by Ad Council soon so the changes could go forward to the Board of Trustees at the June meeting. Realistically with the change in presidency and preparation for a transition period, Ad Council may not get to our changes now. The new Executive Committee will continue to follow through on this.

- Salary Recommendation
  I was invited to speak to the Faculty Senate Budget Committee and the University Budget Committee about our recommendations. I shared with them several of the comments that were brought forth at the last ASC meeting which were representative of many staff members. This was a good opportunity to express some of our ideas about how merit is distributed, amount of across the board increase, and that all available money should be used for salary increases. There has been no action yet on the new budget.
• **Standard Performance Evaluation**
  The committee established to create a standard performance evaluation tool has decided to wait until September to proceed. The committee would like to have an opportunity to present the concept to Dr. Ribeau for his input.

• **ASC Scholarship Corpus**
  The goal this past year was to raise the ASC corpus to $35,000. The actual amount is $34,141.20. Thank you to all staff who have contributed to this very worthwhile effort. We are so close to our goal, it would be great to reach it this summer, so we can target a new goal for next year. It is never too late to contribute! Please send any contributions to Carl Peschel and indicate ASC scholarship fund.

• **Requests from Dr. Ribeau**
  ASC has received several requests from Dr. Ribeau. He has requested suggestions for the theme, kinds of things people want to hear and issues addressed at Opening Day. ASC executive committee will brainstorm this at a special meeting. Also, Dr. Ribeau has requested the names of administrative staff members to serve on the search committee for a new Vice President for Academic Affairs. The Executive Committee will make suggestions. We are all very pleased to be included and look forward to future administrative staff involvement.

This past year has been a great experience for me. I have really enjoyed being chair of ASC and representing so many talented and diverse staff members. I had many opportunities to meet new staff and to become more acquainted with others. I want to thank those of you who have provided support and encouragement. I have had many "interesting encounters" and some challenges as well.

Thanks to all of you and good luck in your future endeavors!!

PG: aaf
June 1, 1995

TO: Brian Benner, Chair
Administrative Staff Council

FROM: Susan Hughes
Scholarship Committee

RE: Scholarship recipient

The scholarship committee has awarded the Administrative Staff Scholarship to Julie Ann Ford. I have notified her that the scholarship of $1000 will be applied to her Bursar account ($500 for the Fall semester and $500 for the Spring semester). Her PID # is P000075991.

Also the committee would like to award book scholarships to the following students:

Nicole K. Brandstrup 150
PID # P000018163

Nicole E. Littleton 150
PID # P001128888

Rosemary Karen Reiter 150
PID # P001135007

Since the amount of interest this year will be approximately $1500, we would like to have the interest remaining after the $1000 is subtracted for Julie’s scholarship divided between the three book scholarship recipients.

Please let me know if you have any questions.
June 6, 1995

Memorandum

To: Dr. Sidney Ribeau  
President-elect

From: Pat Green  
Past Chair

The Administrative Staff Council Executive Committee met to discuss your request for suggestions about Opening Day for faculty and administrative staff. Following are our suggestions:

• The theme should be "Expectations—Yours, Mine and Ours" and should focus on what we can expect from you, you expect from us, and we all expect. We realize that expectations are extremely high and thought if you could be specific about your strategic plan for BG, it would help all of us move forward together in a positive framework.

• We look at Opening Day as an opportunity to bring the community together and affirm all employees. In the past, while Opening Day has been for faculty and staff, administrative staff have not been acknowledged. It has been traditional for the chair of Faculty Senate to address the gathering, but not the chair of Administrative Staff Council. We would like to request the chair of Council also be given the opportunity to give a brief talk.

• Some other items that we felt were important include how can BGSU become more competitive, how will we continue to address technology needs and how will the need for staff development and training be met.

On behalf of Administrative Staff Council I want to thank you for inviting us to provide input into Opening Day and other matters. Shared governance is very important to us and we appreciate your acknowledgment of that. We look forward to your arrival on campus.

PG:aaaf

cc: Bryan Benner
Joan Morgan
Position Evaluation Process

Definition: the method whereby vacant positions are evaluated and assigned to salary levels to establish equity within the organization.

Recommendation:

- Evaluations of positions will be handled by Personnel Services in consultation with the selection official with no possibility of appeal by the new employee.

Process:

1. When a position becomes vacant, the selection official meets with Personnel Services to review the position responsibilities for accuracy of placement in a salary range and title. Any corrections should be made at this time.

2. The selection official should be advised at this time of the appropriate salary range for the position.

3. The PORA should be routed as usual.

4. Any recommended changes to the position from a dean, director or vice president should be discussed with Personnel Services and the selection official to reach consensus.

Position Reevaluation

Definition: the formal review of positions at designated intervals for purposes of ensuring that current duties and responsibilities are being appropriately reflected in the position's salary level.

Recommendation:

- Positions can be reevaluated within each department upon the request of the incumbent or supervisor but also all positions will be reviewed regardless of request at least every four years.

Process for Reevaluation at Request of Employee or Supervisor:

1. Once a year at any time an employee or supervisor may request an evaluation of a position to ensure the current duties and responsibilities are appropriately reflected in the position's salary level.

2. A memorandum and completed position analysis form should be forwarded to Personnel Services for evaluation based on the established guidelines.

3. Personnel Services will review the position within thirty days based on the established criteria. If there are questions about the position, Personnel Services can request an interview with the employee and the immediate supervisor.

4. Personnel Services will forward the results of the analysis to the employee, the supervisor and department head, dean or director and vice president regardless of who initiated the request.
Process for Personnel Initiated Revaluation

5. Personnel Services should establish a system to evaluate one quarter of the positions each year.

6. Employees in those positions to be evaluated will be asked to complete a position analysis form within a 30 day period.

7. These positions will be reviewed by Personnel within a set time frame, and the results of the review will be forwarded to the employee and supervisor, dean, director and vice president.

Process for to Both Situations Above

8. Positions which are determined by Personnel to fall in a lower salary level due to decreased responsibilities may be appealed. Salaries should remain the same. (See downgrade)

9. Positions determined by Personnel to fall in a higher salary level should receive the increase in salary in the subsequent pay following Personnel's completion of the review.

Hiring Levels
NOTE: This is to be reviewed by Marshall Rose before further discussion

Definition: the salary which a new employee is provided upon entering a position.

Recommendations:
• appoint up to first quartile or
• appoint up to midpoint with vice presidential approval, but state that such exceptions will be based on several criteria: qualifications of the candidate, number of qualified applicants identified, cost and length of the time associated with the recruiting campaign, and potential compression problems relative to other employees within the job title who possess similar qualifications

• salary ranges should start at the market and increase accordingly each year at stay at market.

Promotion

Definition: occurs when an incumbent moves from a position requiring a certain level of skill, effort and responsibility to a vacant or newly created position at a higher salary level requiring a significantly greater degree of skill, effort and responsibility.

Recommendation:
• Increase salary by ten percent or to the minimum of the new salary level, whichever is greater.

Upgrade

Definition: occurs when a position is reevaluated resulting in a higher salary level as a result of a significant expansion in the position's existing duties and responsibilities (Upgrade includes additional responsibilities and equity adjustments.)
Recommendation:

• Increase salary by ten percent or to the minimum of the new salary level, whichever is greater

Procedures:

Follow same procedure as for position reevaluation as requested by employee or supervisor.

Temporary Upgrade/ Interim Appointments

Definition: occurs when an administrative staff member is asked to serve any period longer than 4 weeks in a position which has a higher salary level

Recommendation:

• Increase salary by 10 percent or to the minimum of the temporary salary level, whichever is greater

• At the end of the appointment the employee will return to his/her original salary plus any raises received during the time of the temporary appointment.

• After 26 weeks Personnel Services will review the arrangements

Demotion

Definition: occurs when an incumbent moves from a position requiring a certain level of skill, effort and responsibility to a vacant or newly created position assigned to a lower salary level requiring a significantly lesser degree of skill, effort and responsibility

Recommendations:

• Procedures for demotion by cause will be determined by the University counsel

• In the case of a voluntary demotion, the salary shall be adjusted based on the percentage difference between the higher and lower salary levels.

Downgrade

Definition: occurs when a position is reassigned to a lower salary level as a result of a significant reduction in the position's existing duties and responsibilities

Recommendation:

• Maintain incumbent's current pay

Transfer

Definition: a lateral move which results when an employee is moved from a position requiring a certain level of skill, effort and responsibility to another position requiring the same degree of skill, effort and responsibility and assigned to the same salary level.
Recommendation:

- Maintain incumbent's current pay

**Pay Below Minimum**

Definition: Occurs when an incumbent's pay is less than that established for minimum of the range

Recommendation:

- Do not permit in any situation; the policy would be to pay individuals within the salary range
- Salaries below a salary level should be adjusted immediately.

**Market Exceptions**

Definition: A special premium which is established for a particular job title when unusual market conditions exist causing excessive turnover, salary level midpoints well below market average, and/or failure of current pay to attract qualified candidates

Recommendation:

- Move the pay range upward (i.e. minimum, midpoint and maximum) by a percentage equal or comparable to the percentage difference between the documented market average pay for the job and its current midpoint value; subject to periodic review to determine appropriateness of premium
- Personnel Services will determine if market exceptions exist and conduct the review process

**Pay Above the Maximum**

Occurs when an incumbent's pay exceeds the maximum of the salary range to which he/she is assigned.

Recommendation:

- Maximum salary level is a guide only for the range. It does not serve as a "cap." Administrative staff continue to receive salary increases as determined by the Board of Trustees.

**Rationale:**

- No other constituent group has a salary cap and to enforce one for administrative staff would be viewed as punitive
- If the purpose of the Mercer study has been to create equitable pay for equitable responsibilities this can be accomplished by having only ranges up to the midpoint for purposes of hiring and adjusting salary inequities without a cap
- Salary caps discourage longevity at the institution
- Classified staff members reporting to administrative staff could earn more than their supervisors (This is happening already and would get worse.)
• Salary caps would create continuing morale problems

• The results of the Mercer study will be received more positively by administrative staff if the results are promoted as correcting inequity and not locking staff in boxes.
MEMORANDUM

TO: Bob Waddle  
Director, Capital Planning

FROM: John C. Moore  
Assistant Vice President, Personnel

DATE: August 28, 1995

RE: Bowling Green State University's Day Care

In my conversation with you Friday, we were trying to come up with the model to fill the sixty slots that will be offered by Head Start/Campus Child Care's new facility. I propose that we have a small committee made up of appointments by the Chairs of the Faculty Senate, Administrative Staff Council, Classified Staff Council, and representatives of graduate and undergraduate student governments. In the meantime I think we need to have a model in place that we can use as a selection process for the sixty slots.

I propose the following:

a. If only sixty slots are allocated and we are assured, based on the survey we did a couple of years ago, that the request for child care exceeds the number then the model will be 1/3 students, 2/3 faculty/staff.

b. Set a time date for the receiving of applicants for the slots.

c. Allocate a number to the applicants as they come in. (We would have to break the applications coming in into four different categories - infants, toddlers, preschoolers, and school age).

d. Find out the numbers allocated to us in the four categories from Head Start/Campus Child Care.

e. Once we have determined the categories, we would then create a lottery. We would have students pull names for the 20 slots for students, based on the four categories and we would then have faculty/staff do the same.

The job of the committee would be to refine the lottery system. Also, come up with how we handle the situation if someone drops out, either student and/or faculty/staff. 

A draft of a letter going out to the representatives of the five groups might read: Dear Chair or Representative: Bowling Green State University has been allowed 60 slots in the Head Start/Campus Child Care operated by WSOS. WSOS has allocated 60 slots for Bowling Green State University. We need your help in refining a process that we plan on putting into place and also helping with policies/procedures and a news release that will go out to students, faculty and staff. We would like to have this meeting take place on September ___________ , 1995 at College Park in the Personnel Training/Conference Center.

JCM: mmb
xc: Bob Martin
Some how condense or group together the goals that are tied in some way to the Mercer Report (wage issues, securing top four salary/benefit package, workloads, interim/acting appointments, etc.)

Have the Internal Affairs Committee take a close look at how we are conducting our business.

- Is their enough communication among committees?
- Should some committees be working together on issues that overlap?
- Should we change the election process?
- Should we create at-large representatives?
- Are all committees maintaining records to be passed on the next year?
- Should we have our own office where we can hold Exec Committee meetings and store minutes, notebooks, etc.?

Professional Development Committee

- Look not only at providing professional development opportunities but also at rewarding professional development:

  - Can monetary recognitions be established for staff who received advanced degrees?

  Are there other non-salary rewards that can be put in place?

Should ASC have an overall theme each year that gets tied to our overall objectives, committees and goals for the year?

Promote more of a collaborative view of the University -- should we be working more closely with Faculty Senate and Classified Senate on some issues?

Make a strong effort to keep other issues besides the Mercer Report on the agenda this year.

Make sure we have goals for each committee -- last year's list was heavily weighted with Personnel Welfare Committee Goals. Does the PWC committee have too much assigned to them?

Make sure we have a strong component of goals that focus on something other than what we want for ourselves (continuing to build the scholarship fund; some visible accomplishments from the External Affairs Committee, etc. One staff member suggested an ASC student appreciation day or "take a student to lunch day").
ADMINISTRATIVE STAFF COUNCIL
1995-1996

ACADEMIC AFFAIRS

Cindy Colvin (1996)
Pat Green (1996) Past Chair
Judy Harley (1996)
Gail McRoberts (1996)
Barry Piersol (1996)
Jeffrey Grilliot (1997)
Barb Keeley (1997)
Mary Beth Zachary (1997)
Joyce Kepke (1998)
Inge Klopping (1998)
Joan Morgan (1998)
Jan Peterson (1998)
Bev Stearns (1998)
Betty Ward (1998)
Paul Yon (1998)

FIRELANDS

Penny Nemitz (1997)
Deborah Knigga (1998)

OPERATIONS

Bryan Benner (1996) Chair
Ann Betts (1997)
Ed O'Donnell (1997)
Bob Waddle (1998)

PLANNING AND BUDGETING

Patricia Kania (1996)
Duane Whitmire (1996)
Joseph Luthman (1997)
Rebecca McOmber (1998)
Kent Strickland (1998)

PRESIDENT'S AREA

Ken Kavanagh (1996)
Denise Van de Walle (1996)
Lona Johnson (1997)
Scott Bressler (1998)
Tom Glick (1998)

STUDENT AFFAIRS

Wayne Colvin (1996)
Lauren Mangili (1996)
Jack Taylor (1996)
Elayne Jacoby (1998)
Sue Perkins (1998)
Cindy Puffer (1998)

UNIVERSITY RELATIONS

Patricia Koehler (1996)
Marcia S. Latta (1996)
Sabrina White (1997)
Deborah Boyce (1998)
Paul Lopez (1998)
ASC Standing Committees 1995-96 Update

Amendments
Gail McRoberts
Mary Beth Zachary, Chair

Professional Development
Pat Green
Lona Johnson
Paul Lopez
Kent Strickland, Chair
Bob Waddle

External Affairs
Wayne Colvin
Jeff Grilliot, Chair
Elayne Jacoby
Patricia Kania
Jan Peterson

Salary
Lona Johnson
Deborah Knigga
Joseph Luthman
Rebecca McOmber
Bob Waddle, Chair
Sabrina White

Ferrari Award
Scott Bressler
Paul Lopez
Gail McRoberts
Penny Nemitz
Barry Piersol
Cindy Puffer, Chair
Paul Yon

Scholarship
Scott Bressler
Tom Glick
Judy Hartley
Penny Nemitz, Chair
Sue Perkins
Sabrina White

Internal Affairs
Ann Betts, Chair
Carmen Castro-Rivera
Cindy Colvin
Jacquie Daley-Perrin
Patricia Kania
Inge Klopping
Paul Lopez
Lauren Managili
Jan Peterson
Bev Stearns
Betty Ward

Personnel Welfare
Deborah Boyce
Wayne Colvin
Barb Keeley
Joyce Kepke
Inge Klopping
Patricia Koehler
Marcia S. Latta
Joseph Luthman
Ed O'Donnell
Denise Van de Walle
Duane Whitmire, Chair

8/31/95
Administrative Staff Council

Constituent Network 1995-96

(Last Revision: September 7, 1995)
### ACADEMIC AFFAIRS

#### Representative

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<td>Jeffrey Grillot</td>
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#### Jeffrey Grillot

**Director of International Programs**

Mellissa M. Merz 2-8141

Donal G. Hill 2-3012

Seana Shop Supervisor/ Theon

Justine Magrig 2-8207

Anne Saviers 2-2347

Sally Raymon 2-8181

Cynthia Crow 2-2117

Suzanne Middlen 2-3322

Lyman Elum 2-7696

Pat Green 2-2053

Gail McRoberts 2-7817

Jose Luiz Pereira de Almeida 2-2497

**Representative**

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<td>Director, Budget &amp; Office Operations, Continuing Ed.</td>
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<td>Suzanne Crawford 2-8181</td>
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<td>Ann Bernard 27209</td>
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<td>Sandra Melcando 2-7372</td>
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#### Jeffrey Grillot

**Director, Budget & Office Operations, Continuing Ed.**

**Representative**

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<td>Diane Fegan 2-2015</td>
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<td>G. Lee Caldwell 2-2015</td>
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<td>Lynn Ann McAdier 2-2631</td>
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<tr>
<td>John Clark 2-7550</td>
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<td>Dane Thuraiatnam 2-8181</td>
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<td>Piano Technician</td>
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<td>Robert Conner 2-2301</td>
<td>Mitchell Miller 2-2181</td>
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<td>Research Associate Psychology</td>
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<td>Nan Rothrock 2-2301</td>
<td>Martin Power 2-2181</td>
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<td>Director, Concert Office College of Musical Arts</td>
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<td>Andrew Wickizer 2-2301</td>
<td>Suzanne Thierry 2-2181</td>
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<td>Administrative Assistant College of Musical Arts</td>
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<td>Audrey Bricker 2-7580</td>
<td>Marilyn Braatz 2-7405</td>
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<td>Linda Gigliano 2-7401</td>
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<td>Peggy Russell 2-7329</td>
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<td>Edward C. Kennedy 2-8500</td>
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<td>Mary Helen Ritts 2-7581</td>
<td>A.J. Fuller 2-8241</td>
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<td>Network Administrator EDAP</td>
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<td>Margaret Cohn Swanson 2-9963</td>
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Representative
Judy Hartley 2-8242
Adviser, College of Health & Human Services

Betsy Burner 2-8242
Director, AIDS Education
CHHS

Linda Crawford 2-8242
Administrative Assistant
CHHS

Joan Eadraian 2-2515
Communication Disorders
CHHS

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Nursing Adviser
CHHS

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Animal Research
Technician, Animal Facility
Biological Sciences

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Director, Animal Facility
Biological Sciences

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Electronic Technician/Recording Engineer
College of Musical Arts

Tina Bunce 2-2181
Publicity & Promotions Manager
College of Musical Arts

Terence Cazzaubon 2-2181
P/T Asst. Tech. Director
College of Musical Arts

Theresa Clickner 2-2181
Box Office Manager
College of Musical Arts

Keith Hobbscher 2-2181
Technical Director,
Concert Halls
College of Musical Arts

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Coord., School of Nursing
College of Health & Human Services

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Communication Disorders
College of Health & Human Services

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Project Manager, Center for Governmental Research and Public Services

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Program Manager
Communication Disorders
College of Health & Human Services

Lauren E. Miller 2-7165
P/T Clinical Supervisor
Clinical Disorders

Pam Phillips 2-8109
Laboratory Manager
Medical Technology

Catherine Shaffer 2-8109
P/T Educational Coord., Medical Technology

Pam Thomas 2-6923
Coor., Education for Drug-Free Youth, HPAP

Susan Young 2-7580
Assistant Director
Cooperative Education

Nancy Alfieri 2-7580
Assistant Director
Cooperative Education

James Litwin 2-2681
Director of Undergraduate Studies
American Culture Studies

Representative
Cindy Colvin 2-2677
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Academic Enhancement

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Academic Enhancement

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Academic Enhancement

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Academic Enhancement

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Academic Enhancement

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Director
Academic Enhancement

Ofir Sico 2-2677
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Academic Enhancement

Sharon Strand 2-2576
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Academic Enhancement

Theresa Toricky 2-2677
Basic Writing Specialist
Academic Enhancement

Representative
Paul Yon 2-2411
Director
Center for Archival Collections

Susan Hughes 2-2411
Micrographics Specialist
Center for Archival Collections

Ann Bowers 2-2411
Assistant, Dir./Univ. Archivist
Archival Collections

Stephan Charter 2-2411
Reference Archivist
Center for Archival Collections

Linda Eynon 2-2411
Microfilm Assistant
Center for Archival Collections

Frederick Honneffer 2-2411
Conservator
Center for Archival Collections

Marilyn Levinton 2-2411
Cataloger
Center for Archival Collections

Motica Mann 2-2411
P/T Manuscripts Processor
Center for Archival Collections

Lee McLain 2-2411
Curator, Rare Books
Center for Archival Collections

Barbara Solocy 2-0142
Managing Editor
Popular Press
Representative  
Bev Stearns 2-2856  
Assistant to the Dean  
Library

Mark Barnes 874-3907  
Assistant Archivist  
Institute for Great Lakes Research

Robert Graham 874-3907  
Archivist  
Institute for Great Lakes Research

Alice Brown 2-2981  
Director  
Popular Press

Gail Richmond 2-2106  
Coordinator, Acquisitions  
Library

Patricia Salomon 2-2106  
Coordinator, Serials  
Library

Patricia Falk 2-3207  
Music Cataloger, University Libraries and Learning Resources

George Leaman 2-0325  
Assistant to the Director  
Philosophy  
Documentation Center

Jacqueline Nathan 2-2786  
Art Exhibition Program Administrator  
School of Art

Donald Beitzelwenger 2-0266  
Music Cataloger  
University Libraries and Learning Resources

Representative  
Mary Beth Zachary 2-2051  
Head, Access Services  
Library

Michael McHugh  
Book Depository Manager, University Libraries and Learning Resources

Lee Norden 2-2856  
Head, Systems  
Library

Julie Baker 2-2881  
Media Specialist  
Instructional Media Services

Lee Flore Thompson  
2-2881  
Graphic Artist  
Instructional Media Services

Kevin Work 2-2881  
Director  
Instructional Media Services

George Cripe 2-2881  
Coordinator, Technical Services  
Instructional Media Services

David Hampshire 2-2881  
Photographer  
Instructional Media Services

Jerry Hartwell 2-2881  
Assistant Director  
Instructional Media Services

Kim Sebert 2-2881  
Campus Services Specialist  
Instructional Media Services

James Shorter 2-2881  
Media Specialist  
Instructional Media Services

David Steen 2-2881  
Audio-Visual Technical Specialist  
Instructional Media Services
FIRELANDS

Representative
Penny Nemitz 2-0614
Director, Student Services

Margie Brodrick 2-0702
Director, Learning Achievement Ctr.

Debralee Divers 2-0629
Coordinator of Financial Aid, Student Services

Arlene Hazlett 2-0683
Director Admissions and Orientation

Mary Lou Stradtman 2-0704
852-230
Reading Asst., Learning Achievement Ctr.

Julie Rogers 2-0669
Coordinator of Computer Services

Robt Carlisle 2-0691
Director, Campus Activities

Richard Graham 2-0627
Asst. to Director, Budget & Operations

Representative
Deborah Knigga 2-0606
Coord., Help Program, Student Services

John Hartung *-2-0639
Director, Enrollment Services

Dennis Horan 2-0706
Coord., IMC/Director, Knowledge Network

Amy McKinley *-2-0621
HELP Instructor
Academic Services

Alyson Meeker 2-0703
Math Assistant
Learning Center

Joseph Hayducia 2-0632
Director, Personal & Professional Development

Lesley Puchkowsi 2-0613
Director, College Relations

Charles Stocker *-2-0638
Director, Budget & Operations

Carol Puder
Director of Clinical Education for Respiratory Care Technology,
FIRELANDS Applied Sciences
OPERATIONS

Representative
Ann Betts 2-2891
General Mgr., Food Operations

Doreen Bateson 2-2241
Asst. Mgr., Catering & Production
University Union

Bryan Benner 2-2251
Assistant Director
Physical Plant

Robert Boucher 2-2251
Mechanical Engineering Technician, Physical Plant

Timothy Burns 2-2251
Project Coordinator
Physical Plant

Carl Cogar 2-2251
Assistant Vice-President, Facilities, Physical Plant

Perry Franketti 2-2563
General Manager
Food Operations

Greg Predmore 2-2241
Building Manager
University Union

Jane Schimpf 2-2891
Director, Food Operations

David Crooks 2-2241
Director
University Union

Nancy Coy 2-2251
Housekeeper
Physical Plant

Roger Dennerliff 2-2346
Director, Public Safety

Larry Holland 2-2251
Coord., Custodial Services
Physical Plant

Craig Wittig 2-8909
Recycling Coord.
Physical Plant

Representative
Ed O'Donnell 2-2891
Assoc. Director
Food Operations

Raymond Eucholski
2-2511, Assistant
Architect, Architect's Office

Charles Codding 2-2251
Manager, Energy Control Systems, Physical Plant

John Doroghazi 2-2251
Coord., Computer Systems, Physical Plant

Earlene Elmhke 2-2641
Food Service Manager
Univ. Union

Robert Hayward 2-2251
Assistant Director
Physical Plant

Keith Pogan 2-2251
Associate Director
Physical Plant

Jean Crozier 2-2241
Service Manager
University Union

Linda Duda 2-2241
Service Manager
University Union

Barbara Ericson 2-2891
Asst. Dir; Food Operations

Rita Foos 2-2241
Production Mgr.
University Union

James Treeger 2-2241
Associate Director
University Union

Theresa Kallmeyer
Occupational Health and Safety Technician
Environmental Health and Safety

Daniel Parrau 2-2171
Director, Environmental Services

Representative
Bob Waddle 2-8591
Director, Capital Planning

Roland Engler 2-2511
University Architect
Architect's Office

Sandra LaGro 2-2127
Director, Risk Management

Robert Martin 2-2126
Vice President for Operations

James McArthur 2-2511
Asst. Univ. Architect
Architect's Office

Shirley Colaner 2-2225
Coord., Administrative Personnel
Personal Services

Walter Monenegro 2-2225
Manager, Compensation
Personal Services

John Moore 2-2558
Executive Director,
Personal Service

Patricia Patton 2-2558
Assistant Director
Personal Services

Karen O. Woods 2-2237
HPS Administrator
Personnel Services

Janice Ruffner 2-8419
Director, Purchasing

James Clements 2-2310
Director, Postal Services

James Corbitt 2-2236
Assistant-Vice President
Auxiliaries, Auxiliary Services

John Bucknamyer 2-2851
Director, University Bookstore
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<td>Genie Palmer</td>
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<td>Sr. Systems Programmer, Computer Services</td>
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<td>Systems Programmer, Computer Services</td>
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<tr>
<td>Richard Zara</td>
<td>Assistant Director of UCS, Telecommunication Services, Director of Administrative Computer Services, Computer Services</td>
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<td>Kenneth Knott</td>
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<td>Jerome Ameling</td>
<td>Systems Analyst, Computer Services</td>
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<td>Deb Clink</td>
<td>Systems Analyst, Computer Services</td>
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<td>William Garwin</td>
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<td>Richard Zach</td>
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<td>Pursell Burton</td>
<td>Manager, Systems Support, Admissions</td>
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<tr>
<td>Kerry Holdenauer Diehl</td>
<td>Assistant Director of Admissions for Outreach, Admissions</td>
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Representative
Duane Whitmire
2-2911
Administrative User
Services Analyst
Computer Services

Susan Gruber 2-2911
Systems Analyst
Computer Services

Phyllis Short 2-2911
Systems Analyst
Computer Services

Sue Tomor 2-2911
Systems Analyst
Computer Services

Lori Hogrefe 2-9940
Director
Internal Auditing

Richard Peper 2-9940
Information Systems
Auditor
Internal Auditing

Gaylyn Finn 2-2205
Treasurer/Asst. V.P. for
Planning & Budgeting
Treasurer’s Office

Trish Jenkins 2-2205
Financial Accounting
Systems Liaison
Treasurer’s Office

Ilse Thomas 2-2205
Investment Manager
Treasurer’s Office

Richard Conrad 2-2911
Asst. VP for Planning &
Budgeting/Director,
Computer Services &
Telecommunications
Services
PRESIDENT'S AREA

Representative
Thomas Glick 2-2401
Assistant Director of Athletics for Compliance & Certification, Athletic Department

Brian C. Hills 2-7239
Asst. Hockey & Asst. Men's/Women's Golf Coach, Intercollegiate Athletics

Rob Cunningham 2-8495
Coord., Disability Svc., Affirm Action/Dir. Serv.

Marshall Rose 2-8495
Director, Affirmative Action, Affirm Action/Dir. Serv.

Nancy Foote 2-0464
General Counsel and Asst. to the President for Legal Affairs, President's Office

Bret Hagel 2-7995
Coord., Spec. Events, President's Office

Bruce Gregory 2-2401
Asst. Football Coach, Intercollegiate Athletics

Foben Ligashechly 2-2401
Asst. Football Coach, Intercollegiate Athletics

Mel Mohler 2-2401
Head, Soccer Coach, Intercollegiate Athletics

Miri Sander 2-2401
Asst. Volleyball Coach, Intercollegiate Athletics

Danny Schmitz 2-2401
Head Baseball Coach, Intercollegiate Athletics

Randall Julian 27477
Head Coach, Men's & Women's Swimming and Diving, Athletic Department

Phillip Keener 2-7478
PT Diving Coach, Intercollegiate Athletics

Kenavagha 2-2401
Assoc. Athletic Director for Operations & Facilities, Intercollegiate Athletics

James Elsasser 2-2401
Assistant to the Athletic Director for Facilities, Athletic Department

Gary Blackney 2-2401
Head Football Coach, Intercollegiate Athletics

Dino Dawson 2-2401
Asst. Football Coach, Intercollegiate Athletics

Paul Ferraro 2-2401
Asst. Basketball Coach, Intercollegiate Athletics

Ellen McGrew 2-2401
Asst. Women's Basketball Coach, Intercollegiate Athletics

Steve Marfield 2-2255
Asst. Director, Intercollegiate Athletics

Pascal Miller 2-2401
Head Softball Coach, Intercollegiate Athletics

Danny Schmitz 2-2401
Head Baseball Coach, Intercollegiate Athletics

Kurt Thomas 2-2674
Asst. Dir., Golf Course, Intercollegiate Athletics

Robin Vetsch 2-2401
PT Fund-Raising, Assistant, Intercollegiate Athletics

Fran Voll 2-2401
Assoc., Athletic Director, Intercollegiate Athletics

Tammy Shein 2-7076
Assistant Women's Basketball Coach, Intercollegiate Athletics
<table>
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<tr>
<td>Scott Bressler 2-2766</td>
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<td>TKT MGR/Ast. to Buc MGR, Athletic</td>
<td>Head Volleyball Coach</td>
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<tr>
<td>Wade Jean 22401</td>
<td>Michael Ward 2-2401</td>
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<tr>
<td>Assistant Men's Soccer Coach, Intercollegiate Athletics</td>
<td>Strength/Cond Coach</td>
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<td>Terence Malone 2-2401</td>
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<td>Jacqueline Clark 2-2401</td>
<td>Scott Sehmann 2-7098</td>
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<td>Head Women's Basketball Coach, Intercollegiate Athletics</td>
<td>Asst Track Coach;</td>
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<td>Penny Dean 2-2401</td>
<td>Sid Sink 2-7098</td>
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<td>P/T Head Women's Tennis Coach, Intercollegiate</td>
<td>Head Men's Cross Country Coach/Ast. Track Coach</td>
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<td>James D. Collic 2-2401</td>
<td>Steve Price 2-7098</td>
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<tr>
<td>Assistant Football Coach</td>
<td>Head Women's Track &amp; Cross Country Coach</td>
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<tr>
<td>Virette House 2-7096</td>
<td>Cathy Swick</td>
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<tr>
<td>Assistant Athletic Director for Academic Affairs; Athletic Department</td>
<td>Asst. Dir. for Prugging &amp; Promotions, Recreational Sports</td>
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<tr>
<td>Joseph Sharp 2-2401</td>
<td>Intercollegiate Athletics</td>
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<td>Athletic Equipment Mgr. Intercollegiate Athletics</td>
<td>Intercollegiate Athletics</td>
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</table>
STUDENT AFFAIRS

Representative
Jack Taylor 2-2357
Assistant Vice President for Student Affairs and Director Multicultural Affairs and Student Services

Mary Lynn Fogge 2-2857
Acct, Director Multicultural Affairs

Mareo Rivera 2-2257
Acct, Dir. Multicultural Student Services

Manuel Vadillo 2-6867
Associate Director, Multicultural Student Services

Gregory DoCrane 2-2243
Ass, VP for Student Affairs and Dean of Students, Office of Student Life

Tonia Seawant 2-2458
Assistant to the Vice President for Student Affairs, Office of Student Affairs

Armando Bajarano 2-2381
College Access Program

Joyce Joner 2-2381
Director, College Access Program/Upward Bound

Kenneth Marable 2-2381
Counselor/Recruiter College Access Program

Deborah Rice 2-2381
Assistant Director
College Access Program

Bonita Sanders 2-2381
Counselor
College Access Program

Irving Williams 2-2381
Director/Coord., Upward Bound/Math & Science College Access Program

Jill Carr 2-2011
Associate Dean of Students, Office of Student Life

Kathy Greenfield 2-2972
Residence Hall Director
Student Housing & Residence Programs

Geraldine M. Muir 2-2530
Residence Hall Director; Stud Hng and Residence Programs

Elizabeth Sato 2-2626
Residence Hall Director; Student Housing & Fee Programs

Julie Listak 2-2456
Residence Hall Director; Student Housing and Residence Programs

David Vaillancourt 2-2456
Coordinator of Special Programs

Terrence Miller 2-2456
Coordinator of Information and Technology Services, Student Housing and Residence Programs

Eltayne Jacoby 202271
Nurse Clinician
Student Health Center

Mary Johnson 2-2271
Nurse Clinician
Student Health Center

Wayne Colvin 2-2456
Associate Director, Administration and Facilities, Stud Hng & Residence Programs

Judith Nemec 2-2456
Associate Director, Student Housing and Residential Programs

JoAnne Arnholt 2-2456
Asst, Director, Greek Affairs, Student Housing and Residential Programs

Barbara Keller 2-2456
Associate Dean of Students, Office of Student Life

Dean Purdy 2-2217
Associate Dean of Students, Office of Student Life

Veronica Rae Ann Smith 2-2165
Hall Director, Stud Hng and Residence Programs

Michael Vauer 2-2456
Acct, VP for Student Affairs and Director of Stud Hng and Res Prgrms

Sue Witschki 2-2573
Assistant Dean of Students, Office of Student Life

Rich Hughes 2-2011
Associate Director, Education and Judicial Programs, Stud Hng & Residence Programs

Jodi Ernest Webb 2-2011
Assistant Director, Administration and Facilities, Stud Hng & Residence Programs

Sheila Davis 2-2493
Residence Hall Director; Student Housing & Fee Programs

Lisa McHugh 2-2189
Area Coordinator; Student Housing and Residence Programs

Jacqueline Daisey-Perrin 2-2147
Coordinator Health Promotion, Wellness and Prevention Center

Doreen Long 2-2146
Residence Hall Director; Stud Hng & Residence Programs

Ute Lowery 2-2064
Area Coordinator Student Housing and Residence Programs

Kimberly Ellic 2-2456
Coordinator of Residential Judicial Programs

Stud Hng and Residence Programs

Dennis K. Pugliese 2-2456
Complex Coordinator Student Housing and Residence Programs

Carris Sargent 2-2456
Complex Coordinator Student Housing and Residence Programs

Michael Ginsburg 2-2456
Residence Hall Director; Student Housing and Residence Programs

Julie Listak 2-2456
Residence Hall Director; Student Housing and Residence Programs

Gladys Williams 2-2146
Residence Hall Director; Stud Hng & Residence Programs

Carrie Sargent 2-2456
Assistant Director Multicultural Student Services

Michael Ginsburg 2-2456
Residence Hall Director; Student Housing and Residence Programs

Julie Listak 2-2456
Residence Hall Director; Student Housing and Residence Programs

David Vaillancourt 2-2456
Coordinator of Special Programs

Student Housing and Residence Programs
<table>
<thead>
<tr>
<th>Representative</th>
<th>Susan Perkins 2-2271</th>
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<tr>
<td>Josh Kaplan</td>
<td>Nurse Clinician</td>
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<tr>
<td>Director</td>
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<td>Lu Ann Holgrefe</td>
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<td>Amy Rose</td>
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<tr>
<td>Cheryl Lambert</td>
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<td>Jose Ortega</td>
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<td>Amy O’Donnell</td>
<td>2-2843 Assistant Dean of Student Affairs</td>
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<td>Brian Painter</td>
<td>2-2651 Assistant Director</td>
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<td>Michelle Simmons</td>
<td>2-2651 Assistant Director</td>
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<td>Cindy Puffer 2-2271</td>
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<td>Marilyn MacKay</td>
<td>Claudia Clark 2-2081</td>
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<td>JoAnn Navin</td>
<td>Derek Dickinson 2-2261</td>
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<td>Nurse Clinician/Clinic</td>
<td>Associate Director, Field House Operations, Recreational Sports</td>
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<td>Coordinator</td>
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<td>Jose Ortega</td>
<td>Latherine Ellis 2-2371</td>
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<td>Amy O’Donnell</td>
<td>Barbara Hoffman 2-2271</td>
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<td>Amanda Downey 2-2381</td>
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<td>Mary Duncan 2-2381</td>
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<td>Conrad McRorben 2-2651</td>
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<td>Tina L. Simon 2-2651</td>
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<td>M. Rava Walker 2-2651</td>
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<td>Asst. Director</td>
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<td>Financial Aid &amp; Student Employment</td>
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</tbody>
</table>
UNIVERSITY RELATIONS

Representative
Marcia Sloan Latta 2-2424
Director of Planned Giving Development

Kenneth Frisch 2-2424
Assoc. VP for University Relations and Director, Development

Dave Stanford, 22424
Director of Major Gifts Development Office

Gail Hanson 2-2424
Director, Research and Records Development

Carl Peschel 2-2551
Director of Foundation Accounts Development

Suzanne Sopa 2-2424
Director, Annual Giving Development

Carol A. White 2-2424
Administrative Assistant Development

Karen Williams 2-2424
Director, Corporate and Foundation Relations Development

Robert Bonel 2-2606
Director, Student Publications

Sheila Rieser 2-2616
Monitor Editor Public Relations

Paul Obringer 2-7418
Graphic Designer Unigraphics

Representative Deborah Boyce 2-2708
Assistant to the Vice-President for University Relations-Special Events and Stewardship; University Relations

Clifton Bottelle 2-2424
Assoc. VP for University Relations and Director, Public Relations

Jeffrey Hall 2-2616
Photographer Public Relations

Deb McLoughlin 2-2716
Assoc. Director for Publications Public Relations

Gardner McLean, Jr. 2-2616
Associate Director Public Relations

Teresa Sharp 2-2616
Director of News Services Public Relations

Linda Swartzgood 2-2716
Associate Director Public Relations

Cheryl Talksa 2-2716
Art Director Public Relations

D. Fred Connor 2-2716
Promotion Video Specialist; Public Relations

Colleen Markwood 2-2606
Advertising Manager Student Publications

Philip Mason 2-2708
Vice President for University Relations

Representative Sabrina White 2-2701
Associate Director Alumni Affairs

Amy Cole 2-2701
Assistant Director Alumni Affairs

Larry Watts 2-2701
Ass. VP for University Relations and Director, Alumni Affairs

Cynthia Oxender 2-2701
Assistant Director Alumni Affairs

Phyllis Hartwell 2-7042
Assistant Media Resource Manager, Northwest Ohio Education Technology

Peg Buckley 2-7033
Office Manager NWOETF

Douglas Burn 2-7033
Technical Support Coord. NWOETF

Linda Faubuch 2-2700
P/T Business Manager NWOET Foundation

Patricia Ritchey 2-7033
Manager, Comp. Resource Center NWOETF

Karen Zach 2-7040
Educational Technologist Northwest Ohio Educational Technology Foundation

Representative Patricia Koehler 2-2790
Director, TV Development WBGU-TV

Sally Blair 2-7033
Director, NWOETF

Sharon Hanna 2-7033
Development Associate NWOETF

Patricia Booth 2-7033
Non-Broadcast Services Manager, NWOETF

Jan Bell 2-2700
Director of Art and Photography WBGU-TV

Alan Bowe 2-2700
Asst. Chief Engineer WBGU-TV

James (Shawn) Brady 2-2700, Prod./Dir., WBGU-TV

Gerry Carter 2-2700
Coord., Membership Svs. WBGU-TV

Dianne Cherry 2-2700
Development Associate WBGU-TV

Tim Westhoven 2-2700
Photographer WBGU-TV

Denise Kizbeth 2-7378
Producer/Director, WBGU-TV
Representative
Paul Lopez 2-2700
Production Manager
WBGU-TV

Ronald Gargas 2-2700
Program Manager
WBGU-TV

Anthony Howard 2-2700
Producer/Director
WBGU-TV

Judy Paschalis 2-2700
Television Public Affairs
Producer/Host
WBGU-TV

Patrick Fitzgerald 2-2700
Director of TV;
Svcs./General Manager
WBGU-TV

Michael Fitzpatrick
2-2700
Asst. Dir.; Broadcast
Services;WBGU-TV

Cheryl Joyce 2-2700
Coord., Learning Svcs.
WBGU-TV

William Leutz 2-2700
Chief Engineer
WBGU-TV

Tracy Loescher 2-7042
Media Booking Manager
NWOETF

Roger Minier 2-2700
Educational Technologist
WBGU-TV

Anthony Short 2-2700
Director, Television
Learning Svcs.
WBGU-TV

Tim Smith 2-2700
Director, Promotion and
Public Relations
WBGU-TV

September 7, 1995
ADMINISTRATIVE STAFF COUNCIL 1995-96 GOALS

Administrative staff members at Bowling Green State University are responsible for promoting a healthy climate for learning as well as professional growth and asserting both the leadership and support essential to enhancing the University's programs and services. Effective administration promotes an institutional reputation of academic and professional excellence as well as the sound management of institutional resources.

The following goals are supportive of this mission of the Administrative Staff Council at Bowling Green State University.

1. **TO CONTINUE TO BE AN ADVOCATE FOR ADMINISTRATIVE STAFF CONCERNING THE POSITION ANALYSIS AND COMPENSATION STUDY**

   - Provide support for administrative staff concerning the position analysis and compensation study.
   - Pursue the articulation and implementation of a clearly defined policies/procedures for dealing with wage related issues such as market adjustments, promotions, equity adjustments, and gender inequities.
   - Address the issues related to increased workloads. Such issues include but are not limited to the development of interim/acting appointment pay scales, and the feasibility of using alternate means of compensation or recognition.

2. **TO PARTICIPATE IN THE DEVELOPMENT OF A PERFORMANCE EVALUATION PROCEDURE WHICH WILL PROVIDE AN EQUITABLE ASSESSMENT OF PERFORMANCE FOR ALL ADMINISTRATIVE STAFF MEMBERS**

   - Develop both merit and across the board salary guidelines and procedures.
   - Advocate for professional development programs designed for supervisors of administrative staff members, these programs should deal with the many personnel issues related to evaluation of job performance.

3. **CONTINUE TO OFFER AND EXPAND EXISTING ADMINISTRATIVE STAFF PROGRAMS THAT WILL ENHANCE OPPORTUNITIES FOR BOWLING GREEN STATE UNIVERSITY STUDENTS**

   - Increase the corpus of the Administrative Staff Scholarship to $40,000.
• Continue to offer the administrative staff mentoring program, Bowling Green EFFECT, for new students entering the University.

• Develop student co-op program where students work with administrative staff on a for-credit basis.

4. **TO BE AN ADVOCATE FOR ADMINISTRATIVE STAFF MEMBERS AND THEIR CONCERNS AND NEEDS RELATED TO THE UNIVERSITY'S HEALTH BENEFIT PLANS**

• Seek to reestablish the University Health insurance committee with representation from all constituent groups on campus.

• Participate in and promote the development of Wellness programs for all university employees.

• Seek to establish a BGSU Health Consumers group to study and advise in the development of health products.

5. **TO CONTINUE TO BE AN ADVOCATE FOR AND TO OFFER PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOR ADMINISTRATIVE STAFF**

• Seek to establish a paid leave of absence policy for administrative staff.

• Seek to reestablish an ASC professional development fund. The goal for this fund is a total of $10,000.

• Continue to participate in the Professional Development Institute.

• Continue to collaborate with existing programs and offices that develop and offer professional development programs for university employees.

6. **SECURE AN OVERALL SALARY AND BENEFITS PACKAGE THAT RANKS BGSU'S ADMINISTRATIVE STAFF IN THE FOURTH POSITION AMONG PUBLIC UNIVERSITIES IN THE STATE OF OHIO.**

7. **CONTINUE TO DEVELOP AND IMPROVE COMMUNICATIONS AND PUBLIC RELATIONS AMONG ADMINISTRATIVE STAFF**

• Continue the development of network capabilities.

• Develop a public relations brochure for Administrative Staff Council.
• Continue to distribute e-mail updates to administrative staff.

• Development of a list serve to send minutes from Administrative Staff Council meetings to all administrative staff members.

8. CONTINUE TO COLLABORATE WITH BOTH THE FACULTY SENATE AND CLASSIFIED STAFF COUNCIL ON ISSUES OF COMMON CONCERN

• The establishment of a day care policy committee.

• Personnel Welfare Committee chairs from each constituent group will meet regularly regarding the benefit issues.

• Advocate the implementation of an early retirement program for administrative and classified staff. Advocate the continuation of the early retirement program for faculty.

• Collaborate with faculty Senate and Classified Staff Council in the development of the University community's strategic planning process.
• Participate in the Mercer Group's position analysis and compensation study for administrative staff.

Status: Ongoing. A committee of administrative staff members from each of the vice presidential areas have been involved in reviewing the results of the Mercer study and making recommendations to the vice presidents about the appeal process and policies and procedures. It is expected the work of the committee will be finished October 1, 1995. It is anticipated, however, that members of the committee will work with administrative staff members through the appeals process.

• Seek ways to ensure consistent application of policies relating to the welfare of administrative staff across vice presidential and presidential lines, including annual performance evaluations, merit evaluations, salary adjustments, etc. Continue active participation in development of standard performance evaluation procedure for all administrative staff.

Status: Ongoing. A committee of administrative staff members from each of the vice presidential areas began an examination of annual performance evaluations, merit evaluations and salary adjustments in 1994. The committee was temporarily suspended at the recommendation of Personnel Services in order to determine how the new president felt about these issues. The committee should be back at work in September 1995.

• Continue participation in planning for a university-based day care center; pursue establishment of an advisory committee to assure quality programming and access for all university constituent groups. Pursue Firelands' needs for day care. Examine dependent/elder care (long range).

Status: Partially accomplished. The groundbreaking of the new day care center represents years of hard work by many members of administrative staff as well as the other constituent groups. It is anticipated that administrative staff will be represented on the advisory committee. The need for day care at the Firelands campus has yet to be addressed. In addition, the issues of dependent and elder care still need to be studied on a long term basis.

• Pursue implementation of a clear policy and procedure for addressing wage issues: market adjustments, promotion, equity adjustments, gender inequities, etc. Distribute the approved procedures to all staff.

Status: Pending Mercer results. Personnel Welfare recommended clear policy and procedures for all of these issues. These were adopted by Administrative Staff Council and forwarded to the Administrative Council for approval. The Administrative Council indicated that these issues would be resolved by the results of the Mercer study and therefore, did not take any action on the recommendations.

• Secure an overall salary and benefit package that ranks BGSU's administrative staff in the number four position or higher statewide. Review and make recommendations on future distribution of salary pool with particular attention to how the merit is awarded i.e. dollar amount vs. percentage split.

Status: Ongoing. The goal of ranking BGSU's administrative staff in the fourth position or higher statewide has not yet been met. Further work need to be done in regard to the distribution of merit dollars. The results and implementation of the Mercer study may have a direct affect on how this is pursued.

• Address issues related to increased workloads, e.g., development of interim/acting appointment pay scales and the possibility of alternative means of compensation/recognition.
Status: Pending Mercer results. Same as wage issues above.

- Work with Personnel on the issue of Administrative Staff fringe benefits with a view to equalizing some benefits among employee groups e.g., examine consistency of policy with regard to maternity leave, unpaid leave, family leave, benefits for couples when both are employed by the University.

Status: No action by Administrative Council. Personnel Welfare recommended revisions to the Family and Medical leave policy when two spouses work at the University, proposed a new Natal Leave Policy to encompass birth and adoption. (See attached) These were approved by Administrative Staff Council and forwarded to the Administrative Council. The Administrative Council took no action on these issues. Somehow these recommendations were grouped with the salary issues and were included in the issues that the Mercer study would resolve. A subsequent memo to Vice President Martin to separate these from the salary issues and take them back to the Administrative Council for discussion and approval received no response. It is anticipated that ASC will pursue these issues in the fall 1995.

- Establish procedures within ASC for handling policy proposals within an appropriate time frame including those which require Administrative Council action: establish a mechanism for follow-up including determination when to drop a proposal.

Status: Partially accomplished. Personnel Welfare Committee established a timeline with personnel for ASC submissions for the Handbook. In addition, the ASC by-laws will be changed at the September meeting to include a mandatory second reading for major issues brought before Council as a whole. Follow-up mechanisms need to be established to make sure that carryover items from the previous years are addressed.

- Expand communication links among administrative staff; explore potential for e-mail, interest groups, networks for staff members of similar expertise or interest; find ways by which administrative staff can help one another in the workplace; examine ways to improve representative/constituent contact including the way Council elections are held.

Status: Accomplished. A discussion group has been established for ASC and has proved very useful in the dissemination of information quickly and some lively discussion. In addition, the Internal Affairs Committee was very active in polling all staff to determine ways to improve the election process, communication with constituents, and improving the quality of ASC meetings. See attached full report.

- Seek to establish professional development funds to allow for staff participation in professional development opportunities.

Status: Not accomplished. Once again this year a budget request for $5000 to distribute as professional development grants was denied. However, 10 administrative staff members were selected to participate in the two year Professional Development Institute with Eastern Michigan and The University of Toledo. The chair of the Professional Development Committee served on that selection committee.

- Examine staff development leave potential and develop recommendations/criteria for paid professional leave for administrative staff.

Status: Ongoing. The Personnel Welfare Committee began exploring what other institutions are doing with these issues. However, it was determined that the goals relating to compensation and FMLA and natal leave were top priority. This is deferred to the new committee.

- Continue to raise funds to meet the goal of $85,000 or more for the scholarship corpus.
Status: Accomplished. As of June, 1995 the scholarship corpus has reached $35,000. Administrative staff have been very generous and committed to our scholarship awards.

- Participate in presidential search process on behalf of administrative staff.

Status: Accomplished. Marshall Rose served on the presidential search committee on behalf of administrative staff. In addition, over half of the council members took part in the sessions with each of the candidates. After each session, information about the candidates was then posted to the ASC discussion list. This was a very effective method of getting information out to staff very quickly.

Approved ASC Executive Committee 9/27/94
Approved Administrative Staff Council 10/6/94
ASC Concerns
1994-95

- Help everyone learn to use e-mail
- Obtain a budget for professional development
- Day care
- Revisit or mission - What are we about - making BGSU a better place for as staff or playing a role in making BGSU better - period. We should examine ways we might be considered integral to the university.
- Salary improvements
- consistent evaluation procedures
- return across the board and merit to 60/40 unless consistent merit evaluations occur
- Keep employee contributions to health care at a minimum by offering multiple options
- Lay foundations with CSC and Faculty Senate for a university body that represents all constituent groups
- Secure an overall salary and benefit package that ranks BG in the number 4 position or higher. Work to address the issue of gender equity and provide for a fair system of market adjustments. If the salary increase is to be determined by merit we need to know what the criteria is going to be prior to the contract year
- Continue to address the issues of excessive workloads especially where it applies to non-replacement of positions and increased workloads
- Seek professional development funds again
- Discuss and develop recommendations and procedures for a grievance procedure for non-renewal of contract
- Continue to work for creation of consistent evaluation process for all administrative staff
- Clarify BG family leave policy - re: maternity leave for classified and administrative staff (4 mo for administrative and 6 for classified) also - if two persons work for BGSU it appears they are allowed only to split the 12 week leave - what if a child or parent is very ill?
- Health care - the continuing saga
- Equality of treatment and pay regardless of gender, race, class, preference etc.
- Interim position pay scales
- More with less philosophy leads to longer hours, more responsibility, but not often more funding. Admin staff may be most vulnerable to that concept. Can we do anything?
September 7, 1995

MEMORANDUM

TO: Lester E. Barber, Executive Assistant to the President
    Eloise E. Clark, Vice President for Academic Affairs
    J. Christopher Dalton, Vice President for Planning and Budgeting
    Edward Whipple, Vice President for Student Affairs
    Phillip R. Mason, Vice President for University Relations
    Robert Martin, Vice President for Operations

FROM: Walt Montenegro
      Personnel Services

SUBJECT: 1995-1996 Area Review Committee List

Attached is a copy of the updated area review committee list for the current fiscal year.

Attachment

jc: John C. Moore
    Bryan Benner
<table>
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<th>AREA</th>
<th>NAME</th>
<th>DEPARTMENT</th>
<th>TERM  EXPRIES</th>
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<td>Denise van der Walle</td>
<td>Intercollegiate Athletics</td>
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<td>Marshall Rose</td>
<td>Affirmative Action</td>
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<td>William Jones</td>
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<td>Dale Schroeder</td>
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<td>Clarence Terry</td>
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<td>Student Affairs</td>
<td>Barbara Keller</td>
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<td>Deb McLaughlin</td>
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<td>Tim Westhoven</td>
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<td>Doreen Bateson</td>
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<td>Sandy LaGro</td>
<td>VP for Operations</td>
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Bowling Green State University

September 14, 1995

MEMORANDUM

TO: President Sidney A. Ribeau
Vice Presidents
Nancy Footer
Marshall Rose

FROM: Administrative Staff Position Analysis Committee
   Bryan Benner           Patricia Patton
   Shirley Colaner        Teri Sharp
   Robert Cunningham      Randy Sokoll
   Patricia Green         Norma Stickler
   Linda Hamilton         Duane Whitmire
   Barbara Keller         Walter Montenegro
   John Moore             Karen Woods

Bowling Green State University is committed to a fair and equitable position evaluation system as the basis for recognizing the relative value of positions to the institution's operation and mission. The Administrative Staff Position Analysis Committee has worked diligently toward the creation of this system. The recommendations we have made are equitable and in the best overall interest of Bowling Green State University and the Administrative Staff. We hope you will review our recommendations in light of our mutual commitment.

As the Administrative Staff Position Analysis Committee concludes its work of reviewing the position questionnaires and the associated policies and procedures for implementation of the new salary structure at BGSU, we wish to draw to your attention several critical issues. As you now become involved in the implementation stage and as the appeals process begins, we hope that you will be cognizant of the extent to which these next few weeks will be a very emotional time for administrative staff members. We trust that you will work with other supervisors to establish an atmosphere of sensitivity to the very real trauma caused by assessment of one's salary and perceived worth to the University's mission. Because the Committee did not examine position titles, we recommend that any changes in titles be deferred so as not to be construed as an outcome of this process.

During 1994-95, several administrative staff members followed the established procedures to request a market adjustment. The expectation is that adjustments of this
nature will be encompassed within the adjustments coming out of the Mercer study. We recommend that you write now to each of the staff members in your area to inform them that their adjustment requests are still on file and will be handled through the Mercer process. Further, we recommend that any adjustments that are to be made to increase the salaries of these individuals be made retroactive to July 1, 1995. In the future, it is our expectation that market adjustment requests will become a part of the reevaluation appeal process as outlined in the Committee’s recommendations on policies and procedures.

We recommend that all other staff members whose salaries are determined to be below the minimum for the newly-established salary level be brought up to the minimum effective January 1, 1996.

The study just completed has been one of considerable magnitude. No matter how careful the analysis, there are areas that cannot be quantified precisely, and there will certainly be administrative staff members who believe their positions have not been properly evaluated. As you are aware, we have recommended an appeal process, and your important role in this entire process will continue as you give careful attention to the appeals from your area and their impact on the relative ranking of positions across the University.

You have already had the opportunity to review and comment on the appeal process that we wish to use. In addition, the Committee makes the following recommendations regarding policies and procedures to be used during the implementation phase of the project and in the future.

- **Salaries below the minimum**
  **Definition:**
  Occurs when an incumbent’s salary is less than established for the minimum of the range.

  **Procedure:**
  Salaries that currently fall below the minimum for the new level will be brought up to the minimum as approved by the Board of Trustees, effective sometime in January 1996.

- **Vacancies**
  **Definition:**
  The method whereby vacant positions are evaluated and assigned to salary levels to establish equity within the University.
Procedure:
As positions become vacant, Personnel Services will consult with the selection officer to review the accuracy of salary level and title based on position responsibilities. In some instances the selection officer may be required to submit an updated position description questionnaire to insure the assigned salary level is commensurate with the duties to be performed. There may also be an assessment of whether the position might more appropriately be a classified staff position or faculty position. Following this review, standard hiring procedures as outlined in the BGSU Administrative Staff Hiring Procedures Manual will be followed.

Position Reevaluation after the 1995 appeals process
Definition:
The formal review of positions at designated intervals for purposes of ensuring that current duties and responsibilities are being appropriately reflected in the position’s salary level.

Procedure:
At any time during the year (but no more than once a year) an employee or supervisor may request an evaluation of a position to ensure the current duties and responsibilities are appropriately reflected in the position’s salary level.

A memorandum and completed position analysis form shall be forwarded to Personnel Services for evaluation based on the established guidelines. The contracting officer, i.e., dean or vice president, should be copied.

Personnel Services will review the position within 30 days based on the established criteria. If there are questions about the position, Personnel Services may request an interview with the employee and the immediate supervisor.

Personnel Services will forward the results of the analysis to the employee, the supervisor and the department head, dean, or director and vice president regardless of who initiated the request.

Personnel Services will establish a system to evaluate annually one quarter of the positions, including those initiated by the employee or supervisor. Employees in positions to be evaluated will be asked to complete a position analysis form within in a 30-day period. These positions will be reviewed by Personnel Services within 30 days, and the results of the review will be forwarded to the employee and supervisor, dean or director, and vice president. Positions which are determined by Personnel Services to fall in a lower level due to decreased...
responsibilities may be appealed. Positions which are determined by Personnel Services to fall in a higher salary level will receive the increase in the subsequent pay following Personnel's completion of the analysis.

- **Hiring Levels**
  Definition:  
The salary at which an employee is hired.

  Procedure:  
  [pending advice from Marshall Rose]

- **Promotion**
  Definition:
  Promotion occurs when an incumbent moves from a position requiring a certain level of skill, effort, and responsibility to a vacant or newly created position at a higher salary level requiring a significantly greater degree of skill, effort, and responsibility.

  Procedure:  
  Salary will be adjusted by the percentage between the levels or to a minimum of the new salary level, whichever is greater.

- **Upgrade**
  Definition:
  An upgrade occurs when a position is reevaluated resulting in a higher salary level as a result of a significant expansion in the position's existing duties and responsibilities.

  Procedure:  
  The same procedure will be used as for Position Reevaluation.
  
The salary will be adjusted by the percentage between the levels or to the minimum of the new level, whichever is greater.

- **Temporary Upgrade/Interim Appointments**
  Definition:
  A temporary upgrade or interim appointment occurs when an administrative staff member is asked to serve for a period longer than four weeks in a position which has a higher salary level.
President Ribeau
Vice Presidents
Nancy Footer
Marshall Rose
September 14, 1995

Procedure
The person holding a temporary/interim appointment will receive a salary adjustment of ten percent or to the minimum of the temporary level, whichever is greater. After 26 weeks in the temporary/interim appointment, the office of Personnel Services will evaluate whether further adjustments should be made.

At the end of the temporary/interim appointment, the employee will return to his/her original salary plus any raises received during the time of the temporary appointment.

- **Demotion**
  **Definition:**
  A demotion occurs when an incumbent moves from a position requiring a certain level of skill, effort and responsibility to a vacant or newly created position assigned to a lower salary level requiring a significantly lesser degree of skill, effort and responsibility.

  **Procedure:**
  In the case of a voluntary demotion, the salary shall be adjusted downward based on the percent difference between the higher and lower salary levels.

  In the case of demotion for cause or involuntary demotion, the new salary level will be negotiated in consultation with legal counsel.

- **Downgrade**
  **Definition:**
  A downgrade occurs when a position is reassigned to a lower salary level as a result of a significant reduction in the position's existing duties and responsibilities.

  **Procedure:**
  In the case of position downgrade, the incumbent will maintain current salary.

- **Transfer**
  **Definition:**
  A lateral move which results when an employee is moved from a position requiring a certain level of skill, effort, and responsibility to another position requiring the same degree of skill, effort, and responsibility and assigned to the same salary level.
Procedure:
In the case of a transfer, the incumbent will maintain current salary.

- **Market Exceptions**
  **Definition:**
  A special premium which is established for a particular position title when unusual market conditions exist causing excessive turnover, level midpoints well below market average, and/or failure of current salary to attract qualified candidates.

  **Procedure:**
  Personnel Services will determine the existence of unusual market conditions by conducting the appropriate market survey.

  The salary range will be moved upward (i.e., minimum, midpoint, and maximum) by a percentage equal or comparable to the percentage difference between the documented market average salary for the position and its current midpoint value, subject to periodic review to determine appropriateness of continuing the premium.

- **Pay Above the Maximum**
  **Definition:**
  Pay above the maximum occurs when an incumbent's salary exceeds the maximum of the salary range to which he/she is assigned.

  **Procedures:**
  The maximum salary range is a guide only for the level. It does not serve as a "cap." Administrative staff members continue to receive salary increases as determined.

  The Committee understands that the recommended procedure for salary above the maximum is a difficult issue if employees continue to receive salaries that are above their evaluated salary level. We feel very strongly, however, that since no other constituent groups' salaries are "capped," no maximum should be imposed on administrative staff. There are many situations already in which administrative staff supervisors' salaries are below the classified staff whom they supervise. Capping administrative staff salaries will only make this situation worse and damage morale, particularly because the classified staff increases are being allocated across-the-board in amounts equivalent to the entire salary pool without respect to merit.

  Capping salaries without moving the levels up will mean that the most productive members of the staff will be reaching the maximum first as their merit...
President Ribeau
Vice Presidents
Nancy Footer
Marshall Rose
September 14, 1995

increases accrue. We would then be creating a major injustice to the very people who have been most meritorious and to the employees who have greatest longevity.

One of the primary fears of the administrative staff during this project has been that their salaries would be decreased or capped. Even though there is a pledge not to decrease salaries, implementing a cap would create a continuing morale problem, distrust of this process, and would ignore longevity.

As alluded to above, one way of avoiding some of the problems inherent in salary levels is to move the entire set of levels up by a given percentage each year that there is to be a general salary increase. The Committee recommends that such a procedure be implemented and that the salary levels be raised in an amount equivalent to the other constituent groups' increases each year.

It has been our privilege to work on this important committee. The administrative staff of Bowling Green State University play a vital role in the educational mission of the University, and it is difficult to overstate the importance of this study to the staff. While the Committee is aware of resource limitations, we entreat you to use this one-time opportunity to establish an equitable and fair salary and position evaluation system for the BGSU administrative staff.
MEMORANDUM

TO: Bryan Benner, Chair
   Administrative Staff Council

FROM: Dave Crooks, Director
       University Union

RE: Mercer Job Descriptions for University Union Staff

September 14, 1995

There are three University Union staff members whose current job description does not fit the role they are playing in the University Union Food Service. These staff members are:

1) Doreen Bateson, current title is Assistant Production and Assistant Catering Manager, 2) Linda Duda, current title is Food Service Manager and 3) Darlene Ehmke, current title is Food Service Manager.

Doreen Bateson has been functioning as the Catering Manager for at least several years. Linda Duda and Darlene Ehmke have been functioning as Dining Area Managers for several years and, essentially, they supervise all the dining facilities in the University Union rather than the one area they were hired to supervise.

All of this information has been submitted to Bob Martin in a request for title change and compensation change reflecting the new duties these staff members have accepted. Bob has indicated he will defer this request to be processed through the new system currently being created with the Mercer consultants.

I would ask you to please examine the positions these staff members are being compared to via the Mercer study to make sure they are not being compared to positions similar to their current, but outdated, titles. If Mercer is to be effective and we have people currently performing additional duties, we must be sure they are being compared to similar positions and not their old positions with less responsible duties.

If you have any questions relative to this issue, please contact me. I realize the Mercer process is reaching its conclusion and feel this issue may affect the outcome of the Mercer study for these staff members.

tt/7
MEMORANDUM

September 20, 1995

TO: Bryan Benner, Chair, Administrative Staff Council
Nancy Lee, Chair, Classified Staff Council
Fiona MacKinnon, Chair, Faculty Senate
Vilma Matos-Ortiz, President, Graduate Student Senate
Jeff Stefancic, President, Undergraduate Student Government

FROM: Lester E. Barber
Executive Assistant to the President

RE: Functional Mission Statement and Draft Master Plan

Attached are a couple of documents pertaining to Ohio Board of Regents initiatives. The first is OBOR's summary description of Bowling Green State University's Functional Mission Statement. We were required to review, edit, and approve this document last spring. We just realized that through an oversight we failed to send you a copy, and we want to be sure you are aware of it.

The second document, a draft of the Ohio Board of Regents Master Plan for Higher Education, was just received in our office last week. You may have heard President Ribeau mention in the Faculty Senate meeting yesterday that the Ohio Board of Regents is hosting meetings with college and university Trustees to get their input on the draft document before official action is taken on it.

dm
enclosures
xc: President Ribeau
Vice Presidents
October 24, 1995

MEMORANDUM

TO: Board of Trustees Members

FROM: Lester E. Barber
Executive Assistant to the President

RE: Functional Mission Statement for BGSU

Enclosed is a copy of the University's newly revised "Functional Mission Statement." We are providing it to you, and to the leaders of the University's constituent groups, for your information. These leaders and the vice presidents will distribute copies appropriately in their areas.

We are keenly aware of the irony of our situation at the moment. At the very time that President Ribeau is beginning a series of discussions and initiatives which will lead us toward a refinement and sharpening of our mission or institutional vision for the future, we have now been required by the Ohio Board of Regents to formalize a so-called "functional mission statement" for the University. While the irony is keenly felt, we don't think that a truly serious contradiction exists; if the newly begun initiatives lead us in different directions for the years ahead, we will simply have to revise our "functional mission statement" to accommodate them.

In the meantime, this revised statement is still based essentially on the official Role and Mission Statement of the University, as approved a few years ago by the Faculty Senate and the Board of Trustees. Additions refer, for the most part, to new initiatives already begun this year under the joint leadership of President Ribeau and the Faculty Senate.

***************************************************************

A brief history of the functional mission statement requirement may be helpful. In early 1993, as follow-up to Governor Voinovich's Managing for the Future Task Force Report and the Board of
Regents' subsequent Securing the Future Report, OBOR asked all the state colleges and universities to provide it with so-called "functional" mission statements. The general idea was that OBOR could better monitor state-wide progress toward the general goals of increasing efficiency and reducing unnecessary duplication if it had in hand a set of consistently focused documents, one for each school. At the time, there were no plans for OBOR to formally review and approve these mission statements. In August 1993, President Olscamp responded to the Regents' request by forwarding a copy of BGSU's official Role and Mission Statement, along with a cover letter expressing his view that this Senate and Trustee approved document is very specific in nature, i.e., that it is, truly, a functional statement. President Olscamp consulted with the Faculty Senate's chair, and perhaps others, at that time, informing them of what he planned to do and seeking their general concurrence.

Subsequently, as you know, the Regents and the state college/university presidents collectively conceived the idea of the "High Performance Campus," one aspect of which ties part of the biennial state subsidy allocation to "performance" at the local level. It was at this time that OBOR decided that it would need to more formally review and approve each institution's functional mission statement.

In fall 1994 the Regents' staff composed what they called a "precis" of our Role and Mission document. That precis was not very satisfactory, and we did offer some revisions at that time.

We heard nothing more until this October 6, 1995, at which time we received notice from OBOR that the Regents would be acting on the state college and university functional mission statements (precis versions) on October 20th, that BGSU's was not satisfactory from the OBOR staff point of view and that it would not, therefore, be included with all of the others for Regents' review. At the same time we were given a description, which we had not seen before, of the criteria to be used by the Regents in making approval decisions and told that OBOR would consider a revised functional mission statement if received by October 17th.
Under the circumstances, we had little choice but to quickly do a revision of our Statement to make it conform to the Regents' requirements. We did so quickly, using a working group composed of myself, Vice President Clark, Dean of Arts & Sciences Joe Cranny and Faculty Senate Secretary Keith Bernhard. We wrote and refined the Statement into the form being given to you here and submitted it to OBOR on its deadline of October 17. The OBOR staff indicated that they considered it to be in acceptable form and that they would submit a precis version to the Regents for review, along with those of the other state colleges and universities.

FINAL NOTE: Bowling Green's functional mission statement, and others for most—if not all—of Ohio's state universities, were approved by the Board of Regents at a meeting in Cincinnati last Friday.

XC: President Ribeau
    Chair, Faculty Senate
    Chair, Administrative Staff Council
    Chair, Classified Staff Council
    President, Undergraduate Student Government
    President, Graduate Student Senate
    Vice Presidents
BOWLING GREEN STATE UNIVERSITY
FUNCTIONAL MISSION STATEMENT

PREFACE: Bowling Green State University is a comprehensive source of academic expertise and information for Northwest Ohio, the State of Ohio, the central Great Lakes region, the nation and the international arena. It serves its educational mission through a commitment to providing quality in its academic programs, research institutes and service centers, each of which is developed through the academic governance system of the University, up to and including the Board of Trustees, as well as--in the case of degree-granting academic programs--the Ohio Board of Regents. The identification of specific needs, as well as the design and implementation of strategies to meet those needs, are the responsibility of the individual academic programs, research institutes and service centers of the University, with facilitation, support and approval from the university administration. A summarizing document, such as the one being presented here, represents an effort to incorporate the sum of these individual parts into a comprehensible and cohesive whole.

I. INSTITUTIONAL IDENTITY

A. Summary of the purpose of the institution.

The general purpose of Bowling Green State University, as suggested in the enabling legislation recorded in the Ohio Revised Code, is to make good and effective use of its residential campus to educate the citizens of this state, as well as some citizens of other states and the world, in a rich and varied post-secondary academic curriculum. As the institution has matured over the years from a normal school into a Carnegie classification Doctoral I university, our particular focus has shifted somewhat, but our basic mission and basic purposes have remained very much the same.

The mission of the University, formally stated, is to uphold, promote and implement the educational values essential for the continuation of a free society. In carrying out this mission, we rely
upon and strengthen the traditional values held by American university communities.

Bowling Green State University is dedicated to providing quality academic programs in a residential learning environment, an environment that promotes academic and personal excellence in students, as well as appreciation of intellectual, ethical and aesthetic values. Wisdom, sound judgment, tolerance and respect for other persons, cultures and ideas are hallmarks of an educated person and are characteristics that the University hopes to develop in its students.

As a Doctoral I institution, our primary emphasis is, and will remain, undergraduate education. That emphasis is greatly enriched, however, both here and in the Doctoral I model generally, by supplemental focus on both masters and doctoral education in disciplines or interdisciplinary fields where both faculty strength and student interest are high.

The specific essential purposes of Bowling Green State University, in brief, remain the discovery and transmission of knowledge, as well as its application wherever appropriate. In fulfillment of these purposes, we seek specifically:
* to educate undergraduate students in an array of majors--consistent with the ideals described above and in such a manner that students attain the personal and professional skills and broad educational foundations necessary for effective life-long learning; we further seek to provide students with a specific workforce advantage, both through coursework and through such things as cooperative internships. In all cases, the ultimate goal is graduation with the baccalaureate or (in the case of our Firelands College) the associate degree,
* to educate graduate students in a more limited number of masters degree programs which will provide them with a foundation of excellence for professional careers and/or for further pursuit of research enterprises,
* to educate post-masters degree students in a selective number of doctoral degree programs which will be nationally competitive and which will prepare them for careers as specialized professionals, researchers and educators,
* to serve the citizens of Ohio, the nation and the world through the creation and transmission of knowledge, as well as through applications of that knowledge. As a logical extension, we also serve by developing a range of public/private partnerships, especially within Ohio, in fulfillment of our public service goals.

B. Comparative emphasis given to instruction, research and public service.

As a Doctoral I university, Bowling Green seeks to maintain appropriate balance in its emphases on instruction, research and public service. Scholarship and creative activity inform our instructional activities and fuel our public service mission. All three work together—commonly in a seamless way—in fulfillment of the University's mission and goals. For historic reasons the three are considered separately, both within and outside the higher education community, but in so considering them we all engage in the ironic activity of dividing something which in its essential nature is a single, unseparated whole. One of America's most respected and gifted educational thinkers, Dr. Ernest Boyer, continually reminds us of this fact in thoughtful publications now having a major influence on American higher education practice. In particular, Dr. Boyer has urged that the definition of research should properly be expanded to broader consideration of the scholarship of teaching/learning and of application, as well as research per se. Dr. Boyer's model is one which Bowling Green State University, like its peers throughout the nation, will increasingly accept and incorporate into its institutional practices in the years ahead.

For convenience, we continue to describe our efforts in a tripartite way. And, of course, different departments throughout the University (and even individual faculty members within departments)—consonant with OBOR workload guidelines—give varying relative emphasis to the three inter-related areas of teaching, research and service, depending on their individual missions and abilities. At the same time, in evaluating faculty performance for merit considerations, a typical department among the fourteen at BGSU currently offering the Ph.D. degree will express its weighting emphases (on average), as follows: 40% for instruction; 40% for research; and 20% for service. In masters-level units the weighting may be closer to 50% instruction; 30% research; and 20%
service. And, in baccalaureate-only departments, the proportions may be on the order of 70% instruction; 10% research; and 20% service. These proportions are consistent with the University's goals and aspirations for the future.

C. Relative emphasis given to graduate education, baccalaureate instruction and general education.

Bowling Green's mission and primary goals, articulated in the University's Role and Mission Statement (copy attached) and prioritized several years ago (copy also attached), remain viable for the future. That is, the University will continue to be guided by twin "overarching" goals: (1) "to maintain and enhance the excellence of undergraduate education" and (2) "to improve and enhance the graduate programs that already exist on campus."

Consistent with the recognized character of Doctoral I institutions, and consistent with its appropriate role among the Ohio state-assisted colleges and universities, Bowling Green provides balanced instructional attention to baccalaureate (including general and technical) and graduate education. That balance has traditionally placed primary emphasis on the education of our undergraduate students and has been a key part of the Bowling Green tradition from the beginning. It will continue to provide the foundation of our institutional planning for the future as well.

Over 80% of our students and about 90% of our SCH's are at the undergraduate level, a rough proportion we expect to maintain in the years ahead. We believe in the critical importance of providing our undergraduates with what our formal Role and Mission Statement calls a "practical liberal education". One aspect of this is that our curriculum prepares students in the core skills and values of the American liberal arts tradition, skills and values which foster critical thinking and problem solving, develop strong communication abilities and provide the individual with the flexibility for life-long learning and for the rigors of participating intelligently and sensitively as citizens of our country. The phrase which is most often used to refer to that aspect of the curriculum is "general education". We believe that we do that part of our task very well. All BGSU undergraduates are required to fulfill a set of core requirements in primary general education areas. Indeed, in many ways we are
leaders in the world of higher education with (1) our "general education core" requirements, including a global/international component, with (2) our institution-wide "cultural diversity" requirement, and with (3) organized, efficient skills programs like the General Studies Writing Program in the English Department.

The second, more "practical" aspect of a "practical liberal education" in our curriculum is the specialized baccalaureate major (and, sometimes, minor). The precise nature of our majors and minors quite naturally varies from department to department, program to program. Overall, however, they comprise approximately 50-70% of a typical undergraduate's program of study. The largest single group of majors, those in Arts and Sciences, constitute 36% of our undergraduate students. Over the years, we have added majors in areas of evolving state and national need (somewhat under 20% of them in Education and 15% in Business). Beyond the traditional Education, Business and Health areas, current examples include "international area studies", "technical writing", "women's studies", "environmental studies" and "visual communication technology."

Firelands College, a two-year branch which is organized structurally as one of our academic colleges, maintains a separate campus in Huron, Ohio. As a regional campus, it provides major educational opportunities for citizens of Erie, Huron and Ottawa counties. As an integral part of BGSU, Firelands offers general education and pre-professional curricula designed to facilitate transfer to senior institutions; programs that lead to technical associate degrees which prepare people for work settings; and, finally, continuing education opportunities (usually in cooperation with main campus) to meet the professional and personal development needs of the region.

The University's goal for the future is to maintain roughly the existing proportional relationship between general education and baccalaureate, specialized education. However, we aspire as well to strengthen the general education component in all specialized majors and to continually adjust the curriculum in the latter to meet changing needs in Ohio and the nation. Bowling Green is also committed to improving the quality of its undergraduate programs and to enhancing the student learning environment, especially in
such areas as the new instructional technologies now becoming available.

Finally, as should be obvious, we plan to maintain our present attention to graduate education at approximately the current 10% level (measured by SCH's). We do not expect our graduate student population to grow very much larger than it is now, but we do expect, on a very occasional basis, to propose highly selective new graduate programs where "niches" develop from existing faculty strengths and from the opportunity to provide unique programs within the framework of Ohio graduate education. While serving the needs of the region and the State, we also expect our graduate programs--particularly at the doctoral level--to be nationally competitive.

D. Relative emphasis on research.

It is the University's goal to maintain the present levels of attention given by our faculty to the creation, dissemination and application of knowledge. We do seek to enhance the environment in which creative activities, research and scholarly productivity of the faculty take place, but in doing so we are simply adding to the University's overall effort to enhance academic excellence and opportunity.

BGSU seeks to achieve a balance between teaching, creative course and curriculum development, and research. Fewer than 16% of our students and about 10% of the SCH's are graduate level. We believe that the graduate students enrich the intellectual environment of the campus. Their presence, and their enhancement of the research environment in particular, assists those undergraduate students with a proclivity toward independent scholarship in identifying and developing career options. Furthermore, the graduate students add to the robustness of faculty scholarship.

Bowling Green's graduate programs have grown in stature, capability and effectiveness over the past two decades. Many of them have benefited in major ways from Ohio legislative and Ohio Board of Regents initiatives like "Academic Challenge", "Research Challenge" and the "Ohio Eminent Scholar Program".
Examples of some of our recently developed, excellent graduate programs are: American Culture Studies Ph.D., Policy History Ph.D., Masters of Industrial Technology, Psychology Ph.D., Photo-Chemical Sciences Ph.D., Applied Philosophy Ph.D., Special Education M.A., and Creative Writing MFA. In addition, several research institutes and centers, including the Mid-American Center for Contemporary Music and a "MatNet"-associated Materials Science Center, have been developed during the last decade. These selective examples exemplify the strengths which are characteristic of the doctoral and research-based masters programs at BGSU. It is our goal and our plan to continuously improve them in the years ahead.

As we indicated earlier, we do not wish to significantly change the proportionate weight which we currently give to research at Bowling Green, neither in terms of faculty time nor in the total size of the full-time graduate student population. However, it is consonant with our overall mission and our aspirations that we be positioned to take occasional advantage of niche opportunities to add to our masters degree and doctoral degree programs where our existing faculty strengths and other resources provide a match with state or national needs.

E. Relative emphasis on public service.

A goal cited in the official Role and Mission Statement of the University is "to make its educational programs, services and the professional expertise of its faculty available to governmental agencies, business firms, educational institutions, and other organizations, groups and individuals." Another official goal is to increase the numbers of students from under-represented groups who enroll and graduate from the University.

This is not the time or place to give an extended listing of all the public service activities in which we regularly engage ourselves. However, here are some representative examples.

(a) Partly because of our historical evolution from a state normal college, BGSU continues to serve the public schools of Northwest Ohio and elsewhere in a variety of ways--from formal student teachers' contracts to one-on-one collaborations between individual teachers and professors. Colleges like Musical Arts offer regular enrichment programs for elementary and high school
students. A particularly influential program of work occurred several years ago when the University's English Department participated in OBOR's Early English Composition Assessment Program. Area high school and junior high curricula still benefit (along with the students) from the collaborative work done at that time on programs to teach effective expository writing.

(b) At the institutional level we have a number of highly visible, continuing thrusts. BGSU is one of the founding members of the Bowling Green Community Development Foundation, for example. Our Research/Enterprise Park exists to serve business and industry by offering direct access to university resources -- students, personnel and services.

(c) At the college and department levels, there are many examples from which to choose: the special MBA program offered on site in Toledo for the Dana Corporation; the Center for Governmental Research/Public Service; the Center for Materials Science; the Center for Quality, Measurement and Automation; the Canadian Studies Program; the Speech and Hearing Clinic; the Creative Arts Program in Music for young children, and the Psychology Department's "Crisis Intervention Program" for public schools and other agencies.

II. CONSTITUENCIES SERVED

1) STUDENTS -- current, former and potential, both undergraduate and graduate

We currently serve, and will continue to serve, a predominately Ohio-based student population. We assess our success in serving this group in a variety of continuously monitored, continually evolving ways.

(a) Annual institutional reports to the Ohio Board of Regents on numbers of FTE students and numbers of SCH's, by type, as well as other data, provide one kind of measure of our success over time in attracting and graduating our students.

(b) The Office of the Vice President for Student Affairs has a specialist position for institutional research. That individual's job includes continuously assessing the level of student satisfaction with our various student support systems and their relationship to our academic programs. Our Office of Institutional Research carries out related activities on a more institution-wide basis.
(c) Many of our key academic programs—especially broad-based ones like General Studies Writing (freshman composition)—have internal assessment components which produce annual evaluations of student success rates and which stimulate curricular revision on a regular and continuing basis.

(d) Student evaluations are effectively required of all teaching faculty and graduate students on a regular basis. These evaluations are analyzed each year at the department/program level (each semester for graduate students) so as to provide personal and departmental feedback to instructors and to inform the processes of reappointment and/or of awarding merit pay to faculty. Summarized results of student evaluations are subsequently reviewed as well at the college and vice presidential levels for individual faculty who are being considered for tenure and/or promotion.

(e) Peer reviews—both internal and external—of faculty performance in the classroom (as well as in scholarship and service) are required evidence in support of tenure and promotion recommendations at every level.

(f) Curriculum committees in every academic college monitor the development and adaptation of departmental/program curricula. These committees review proposed changes in the departments/programs and stimulate ideas for curriculum revisions in a broad-based way. Also, a university-wide Undergraduate Council monitors the general education curriculum and reviews all other major changes in a department's curriculum or specializations.

(g) Many departments have developed internal assessment programs within their majors— including such things as senior theses or capstone courses—to monitor the quality of student learning, as well as their curricular and teaching efforts.

(h) Many departments/programs and most of the colleges conduct exit surveys (sometimes actual interviews) of graduating seniors, and regularly scheduled alumni surveys as well, to gather information about student and former student perceptions of the quality and usefulness of their educational programs at BGSU.

(i) At the present time we are engaged in a process—along with our sister universities throughout Ohio and the Midwest—of developing a coherent, consistently applied program for assessing student learning. This initiative has been stimulated by the North Central Regional Accrediting Association.
2) **PUBLIC AGENCIES -- local, state and national**

Departments and programs of the University regularly serve the needs of such entities as school districts, mental health agencies, safety organizations and a variety of national and international public service initiatives.

Assessment of the institution's success in these endeavors is measured both quantitatively and qualitatively.

(a) Direct evaluative reports are commonly received from the agencies served.

(b) The numbers of specific service programs are maintained on an annual basis.

(c) The numbers of individual faculty and staff consultancies in support of such service are maintained on an annual basis.

(d) In many academic programs, advisory panels provide continuous monitoring and feedback directly from the external, public sector.

(e) In the field of education, student field experiences and formal student teaching provide a continuous feedback loop in which assessment of individual students and the program at large is gathered from cooperating teachers and administrators in the public schools.

3) **PRIVATE SECTOR AGENCIES AND BUSINESSES**

In this area the University receives assessment information through a continuous feedback loop. Through such things as advisory panels and direct reports from cooperating businesses or agencies, we receive information about the quality of service our faculty and students are providing through such regular avenues as contracted programs of work, consultancies, student internships and student coop assignments. In addition, we maintain records on an annual basis of the numbers of programs, numbers of students on assignment and numbers of consultancies in order to monitor our continuing service efforts.

We are especially proud of our Co-op Program. In any given year, over 1000 of our undergraduate students are in internship positions. This cooperative education program provides students with valuable work experience prior to choosing permanent occupations. In turn, it provides the cooperating businesses with an opportunity to try out potential employees.
4) CITIZENS OF THE REGION

BGSU serves the citizens of this region in Ohio with a large number of direct programs.

(a) Many of our academic majors and minors offer classes in evening and weekend time frames so that all interested citizens, including those bound by personal or work schedules, can take advantage of the opportunities offered at the University. Assessment occurs through the regular academic mechanisms, especially student evaluations of instructors.

(b) In addition, our Office of Continuing Education brokers a large number of extension and other outreach efforts, including many formal academic classes and many non-credit enrichment activities. Continuing Education has its own internal assessment program to continuously monitor the quality and numbers of its offerings.

(c) The University offers a very large number of cultural activities or programs which are aimed not only at our internal audience of students and staff, but at the public at large. Examples include many sports events, of course, but also a wide variety of others. Theatrical performances, music, dance, art shows and individual lectures or open conferences on an incredibly wide range of topics are all illustrative of this area of university service to the community. Assessment occurs regularly through formal evaluations offered by media critics, through records of attendance and—in competitive fields—through win-lose records and through numbers of earned awards.

5) ACADEMIC DISCIPLINES

In the academic fields of study it is the disciplines themselves which provide the most specific assessment processes—most commonly through formal regional, national and even international organizations and associations. Many fields, including education and business, have formal accreditation processes and criteria which individual colleges or departments must meet on a regular basis in order to maintain an accredited status within the higher education community. At the university level, of course, this is also true in a global sense because the regional accrediting agencies, such as the North Central Association, conduct similar university-wide accrediting reviews on a ten year cycle.
Within specific disciplines, however, the assessment process is conducted in a variety of ways. In the fields of English and Foreign Language, for example, the Modern Languages Association conducts regular surveys of curricular and teaching practices and publishes the analyzed results back to the membership. This is typical of many national umbrella organizations.

Another critical and well known form of assessment is handled through both discipline-based and private sources of publication—books as well as journals. Faculty efforts in scholarship are continuously monitored and judged by the quality of the journals and publishers who accept their work, but also by subsequent printed feedback from academic reviewers, publishing in the same or related publications.

In a parallel way, the academic professional associations almost uniformly offer the avenue of conferences to provide opportunities for scholarly and artistic presentation in a direct, person-to-person manner. Feedback and assessment are immediate in this model.

Additional available measures are such things as the numbers of faculty serving as officers and committee chairs or receiving recognition and awards from professional associations, as well as the numbers serving as editors or reviewers for professional journals.

III. GOALS AND PRIORITIES

A. Bowling Green State University, in common with all the state-assisted colleges and universities in Ohio, has two on-going goals.

(a) To provide top quality undergraduate and graduate education for the citizens of Ohio and others at an affordable price.

(b) To continue our refinement of assessment programs and accountability measures in all areas of student learning and business practices.

B. BGSU's specific goals and priorities as set forth in our official Role and Mission Statement can be organized and stated in relationship to twin "overarching goals" as outlined below.

(a) To maintain and enhance the excellence of undergraduate education.

* continue to improve the teaching excellence of faculty by enhancing the faculty development program and by
continuing reforms of the annual process of evaluating faculty teaching and student learning
* adjust and enhance the undergraduate and graduate curricula, as well as student learning, by significantly upgrading technology and learning resources in the library, the labs, telecommunications and computing; also, by conducting thorough study and outreach efforts on the teaching/learning process in relationship to the new, developing technologies
* provide the personalized qualities of education available at a small school and the range of opportunities available at a large one
* encourage additional commitment to and efforts in community and public service
* continue to increase the diversity of the student body and thereby provide access to underrepresented and place bound student populations
* continue to encourage and develop an international perspective for all our students
* continue to improve the caliber of undergraduates admitted to the University and to challenge them appropriately in their academic programs

(b) To improve and enhance graduate programs.
* as in "a" above, increase the diversity of our students
* as in "a" above, enhance teaching excellence and effective student learning
* as in "a" above, improve technology and its application to learning and scholarship
* as in "a" above, stress international perspectives and built community/public service
* continue to explore the benefit of adding selective graduate programs where existing faculty strengths and unique curricular opportunities at BGSU prove beneficial to the overall improvement of the State's leadership in higher education
* continue to strengthen research activities in areas of faculty strength and student interest
NOTE: While public/community service initiatives are subsumed in the Role and Mission Statement under the twin overarching goals stated above, it is also true that the institution has a more general commitment to public service. We not only seek to encourage a service orientation in our students, but we also seek institutionally—both academically and administratively—to fulfill this aspect of our mission, in accordance with the reasonable expectations of any state-assisted university.

C. Priorities -- Among the specific goals slated in "B" above, those which will receive greatest emphasis in this year and next are stated below.

Bowling Green State University welcomed a new president on July 31, 1995. Dr. Sidney Ribeau brings a new management style to the University and revised priorities for the institution. Of necessity, his sense of priorities and plans to implement them are still in early phases of development. Nevertheless, enough has already been done, and enough follows through on already identified directions for the University, that the major initiatives may be identified and stated.

(a) **enhancing technology and technology-related learning.**
This will happen through a major technology initiative which is under way and which builds on earlier investments.

(b) **enhancing teaching excellence at all levels and renewing commitment to undergraduate education.**
This will happen through a major planning process which our new president has already begun. This initiative will not constitute a lengthy, formal strategic planning process, but will be a more efficient, multi-armed study leading to a more coherent vision, a more coordinated set of core values and a more focused image for the University. This study will proceed with an environmental scan and an internal project directed toward building community.

(c) **developing and enhancing the public service mission of the University.**
This will involve a focus on increasing the relevance of our mission through the development or expansion of "partnerships" between programs of the University and both private and public sector organizations, to the mutual benefit of these organizations and our
BGSU educational and research efforts.

(d) building community internally and externally.

This involves fuller, more satisfying, more collaborative participatory governance of the institution, and it involves the creation of more effective partnerships and strategic alliances with public and private agencies external to the University.

ATTACHMENTS: Role and Mission Statement
Prioritized Role and Mission Statement
MEMORANDUM

TO: Former BGSU Administrative Staff Job Analysis and Compensation Plan Committee

Bryan Benner  Pat Patton
Rob Cunningham  Walt Montenegro
Pat Green  Duane Whitmire
Linda Hamilton  Norma Stickler
Barb Keller  Teri Sharp
Randy Sokoll

FROM: John C. Moore
DATE: October 3, 1995

The Vice Presidents are proposing a series of news releases on questions asked by Administrative Staff that need a reply. The first statement in the series will read:

1. The University will recommend to the Board of Trustees at their January 1996 meeting the following:

   a. All current Administrative Staff employees whose present base salary falls below the minimum salary for the proposed grade level assigned to their position will have their salary adjusted to the minimum for their grade level effective January 1, 1996.

   b. All current Administrative Staff employees whose present base salary falls near or above the maximum salary for the proposed grade level for their position will continue to receive annual increases in salary in the same manner as other administrative staff members.

This will appear in the next issue of the MONITOR with a special report in the BG News. I will keep you informed.

JCM:mmb
October 4, 1995

MEMORANDUM

TO: John Moore, Asst. Vice President
    Personnel Services

FROM: Bryan Benner, Chair
       Administrative Staff Council

RE: Current Concerns Regarding Position Evaluations

The following concerns were raised by the ASC Executive Committee regarding the position analysis study:

1) Feedback from staff indicates that we need to slow down this process. Individuals do not feel they have adequate information to decide if they should appeal their assigned levels. A key concern is those individuals whom may not strongly disagree with their rating, but to date, do not understand how the process assigned points.

2) The information requested by individuals specifically concerns:
   - The ratings factors and the associated points for each factor.
   - A schedule which contains the point ranges for all levels.
   - A salary schedule for each of the ranges.

3) Regarding appeals - it was recommended that one step be added to the process - after the VP's review the appeal and there is still disagreement, the appeal would then be forwarded to the ASC Personal Welfare Committee. This committee is made up of staff from all the Administrative staff areas. If the appeal is still found to be without merit, the applicant could utilize the ASC's grievance process. The addition of this step would respond to the concern regarding the need for a neutral appellant body.

4) There is a general concern that additional education of all Administrative staff still needs to occur. This training needs to address how the factors were utilized to generate point totals and the resulting levels.
5) In the same vain as educating staff whom might appeal, training for those managers who are involved in the appeals process is seen as key factor in resolving appeals.

6) One key question which is being widely raised is why are we doing this study? The reasons for the study are not widely understood.

7) The concept of relative value as used by Mercer during the presentation was not explained. Can this concept be further detailed for staff?

8) Positive comments concern: the potential of the study to identify those individuals paid below market minimums and correct these situations; for the first time a system has been developed to measure the equity of salary levels; and, the commitments to maintain current salary levels.

9) The commitment not to cap salaries within levels has counteracted staff feelings that this system will place them in boxes. The lack of a cap will allow individuals to continue to be recognized financially for performance beyond that of market expectations.

10) Currently we are focused on levels and salaries. The need to at least outline what will be suggested to the Board of Trustees as far as policies are concerned, would provide the overall picture of the scope of this study to Administrative staff.

Your review of these issues is appreciated. Please contact me if I can provide any further information regarding these matters.

ljh
October 10, 1995

TO: Administrative Staff Members
FROM: Bryan Benner, Chair
Administrative Staff Council
SUBJECT: Mercer Study Resolution

The attached resolution was passed by Administrative Staff Council on October 5, 1995 and has been distributed to President Ribeau, Vice-Presidents, Deans and members of our administrative staff.

cc: Vice Presidents
Deans
Whereas:

The Administrative Staff Council of Bowling Green State University supports President Ribeau’s vision to “...create a learning community which promotes technological literacy, partnerships, rational discourse and diversity through planning, assessment & participatory governance” as well as the President’s goal to “promote values emphasizing collegiality, mutual respect & trust.” (1)

Be it resolved that:

The Administrative Staff Council directs the Chair & Executive Committee to inform the President:

1. The Administrative Staff Council strongly supports the concept of the Mercer Study to help correct the problem of salary inequities among administrative staff;

2. The Administrative Staff Council is not in support of the current process given the information we have received to date and strongly feels the plan to propose the Mercer Study to the Board of Trustees in January is premature for the following reasons:
   a. The process needs to be slowed down and the appeal date should be extended until these issues are resolved;
   b. More complete information is needed,
   c. Impartiality must be built into the appeals process,
   d. Positions which have not been evaluated by Personnel Services should be completed as soon as possible and these staff members should have the same opportunity to go through an appeals process;

3. The implementation of this process should be delayed until such time as a complete, careful and thorough review of the process can be conducted by the Administrative Staff Council. The policies and procedures associated with the Mercer Study should be submitted to ASC as a whole for review and approval;

Be it further resolved:

The Administrative Staff Council directs the Chair and Executive Committee to request a meeting with Administrative Council before October 13th in an effort to begin to establish dialogue for reviewing and resolving the issues related to the Mercer Study;

The Administrative Staff Council directs the Chair to inform the President that the Council would welcome the opportunity to meet with him to discuss these issues.

(1) Dr. Ribeau’s 1995-96 Goals

Passed October 5, 1995
Administrative Staff Council
October 10, 1995

MEMORANDUM

TO: Dr. Sidney Ribeau  
    President

FROM: Bryan Benner, Chair  
       Administrative Staff Council

RE: ASC Resolution

Enclosed is a resolution which was approved by the Administrative Staff Council at the October 5, 1995, meeting.

One of the issues raised in the resolution concerns extending the appeals deadline. This deadline was extended after the approval of this resolution to November 15, 1995. This extension was received very favorably by the Administrative Staff. The Council or myself would be glad to provide additional information concerning any of the matters in the resolution.

Your review of this resolution is greatly appreciated.
MEMORANDUM

TO: Dr. Sidney Ribeau  
    President's Office

FROM: Bryan Denner, Chair
        Administrative Staff Council

As you are aware, the initial results of the administrative staff position analysis study conducted over the last year, have been released. I would like to share with you a few concerns that have been voiced. Before expressing these concerns, I want to make it clear that the majority of administrative staff trust and believe in the principles which support the position analysis study. Even though this is the case, there are a number of administrative staff requesting full disclosure of all information related to this study. I believe that full disclosure will foster the building and maintaining of trust in this process.

Specifically, I would ask:

- Administrative staff members receive a detailed explanation of the job evaluation criteria used to determine staff levels in the study. Such an explanation should include a numerical chart which details the point factors for each level and how the sum of those factors equates to a particular level.

- A salary schedule outlining the ranges of all levels.

- A list of point totals for all positions.

- Insure that training will be available for all managers who must respond to the appeals that will soon be forthcoming.

- That consideration be given to extending the October 13th deadline for appeals submitted. Many administrative staff feel that the October 13th deadline will not provide them with adequate time to research their appeals.

If you have any questions about the concerns enumerated above, I would be glad to talk with you further about these matters. Your review of these matters is greatly appreciated.
MEMORANDUM

TO: Bryan Benner
Chair, Administrative Staff Council

FROM: Sidney A. Ribeau
President

RE: Mercer Study

October 23, 1995

Thank you for the resolution from the Administrative Staff Council on the Mercer Study. I have asked the Vice Presidents to come up with a coherent plan to address the concerns you raise.
Date: Thu, 2 Nov 1995 16:54:50 -0500
To: bbenn@bgnet.bgsu.edu, bobk@bgnet.bgsu.edu, clashua@bgnet.bgsu.edu, jmorja3@bgnet.bgsu.edu
From: whitmire@bgnet.bgsu.edu (Duane Whitmire)
Subject: Rough Draft Summary of the 11/1/95 ERIP Discussion with Chris Dalton and Bob Martin

Please feel free to add, delete, or change the synopsis below as you see fit. Thanks!

Based upon a request from Administrative and Classified Staff Council, Dr. Dalton shared an analysis of the costs associated with a PERS Early Retirement Incentive Plan Buy-Out.

Eighty individuals with the greatest number of years of BGSU service were included in the analysis. State law requires that a buy-out be offered to at least five percent of the employee group. Costs for a three year buyout were projected to be $4,097,507. Associated health care costs were projected to be an additional $282,739. Essentially, a three year buy-out for Administrative and Classified Staff would cost approximately $4.3 million dollars.

Discussion regarding associated cost savings and possible ways to finance such a buy-out led to a basic conclusion that chances for a three year buy-out for Administrative and Classified Staff were slim at best.

******************************************************************************************
Duane E. Whitmire, Ph.D.
Computer Help Center Analyst
University Computer Services
102 Hayes Hall
Bowling Green State University
Bowling Green, Ohio 43403-0125
E-Mail: whitmire@bgnet.bgsu.edu
Phone: 419-372-2927
******************************************************************************************
Duane Whitmire, 02:03 PM 11/6/95, Re: Rough Draft Summary of

Date: Mon, 6 Nov 1995 14:03:19 -0500
To: jmorga3@bgnet.bgsu.edu (Joan C. Morgan)
From: whitmire@bgnet.bgsu.edu (Duane Whitmire)
Subject: Re: Rough Draft Summary of the 11/1/95 ERIP Discussion with Chris Dalton and Bob Martin
Cc: bbanner@bgnet.bgsu.edu, bobk@bgnet.bgsu.edu, clashua@bgnet.bgsu.edu

> Duane, I wonder if something should be added about the cost for the faculty
> buy out. I found it amazing that the cost for one year for faculty is
> about the same as a three year buyout for admin and classified staff. I
> understand that most of the money for faculty comes from salary savings,
> but it still seems unfair that a one time buyout for personnel other than
> faculty cannot be considered. I thought that we are trying to build
> community.
>
> Good point! I am collecting feedback and will pass on all comments to the
> Chairs of ASC and CSC for their action. Thanks!

********************************************************************************
Duane E. Whitmire, Ph.D.
Computer Help Center Analyst
University Computer Services
102 Hayes Hall
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Bowling Green, Ohio 43403-0125
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Phone: 419-372-2927
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Printed for bbenner@bgnet.bgsu.edu (Bryan Benner)
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OPRLLH-10/12/95
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No: 80  
Cost: $4,097,507 $282,739
November 8, 1995

MEMORANDUM

TO: Sandra MacNevin
   Special Assistant to the President

FROM: Joan C. Morgan, Vice Chair
       Administrative Staff Council

RE: December 7, 1995, Administrative Staff Council Meeting

Sandra, thanks for agreeing to attend the December 7, 1995, meeting of Administrative Staff Council. The meeting will convene at 1:30 in the Alumni Room of the Student Union. As I mentioned to your secretary, we would like you to make comments about the Building Community Project shortly after the start of the meeting. A half hour has been allowed, but should you need more time, I'm sure we can accommodate this. There are 44 members of this Council.

If you have any further questions, please give me a call.

JCM/nm

pc: Bryan Benner
Brian,

Here is a draft of that might get us started on this letter to Dr. Ribeau requesting buy-outs. Let me know what you think and feel free to completely rewrite this. Nancy

Date

DRAFT       DRAFT       DRAFT       DRAFT

TO:         Sidney Ribeau,
            President

FROM:       Brian Benner,
            Chair, Administrative Staff Council
            Nancy White Lee,
            Chair, Classified Staff Council

RE:         Buy-Out for Administrative and Classified Staff

Several of our members had a talk with Bob Martin and Chris Dalton about the prospect of having a buy-out for classified and administrative staff. We would like to have the opportunity to participate in an early retirement buy-out. This would be a good morale boaster. As well as letting higher paid employees retire, replacements would be hired in at a much lower rate of pay. This would perhaps, be given every five years. Perhaps we should look on this not altogether as a money saving measure, but as a benefit that should be extended to the whole BGSU community.
UNITED WAY RESOLUTION

Whereas: We at Bowling Green State University are part of the broader community of Northwest Ohio and share in its celebrations and needs, and

Whereas: The annual United Way Campaign is a community effort to assist those in our community who need our help, through its sponsorship of programs in 75 health and human care agencies in Northwest Ohio;

Resolved That: The Administrative Staff Council urge all members of the university community, but especially the administrative staff, to express their sense of community by using their mailed pledge cards to make a contribution to the United Way during its campaign on campus, November 9-17, 1985.
November 9, 1995

MEMORANDUM

TO: Robert Martin, C.P.E.
    Vice President for Operations
FROM: Bryan Benner, Chair
       Administrative Staff Council

Attached is resolution from ASC approved at the November 2, 1995 meeting. The resolution asks for a 30 day extension of the position analyses appeals deadline.

Your review of this matter is appreciated. If you have any questions or concerns, please feel free to contact me.
Be It Resolved: At its November 2, 1995, meeting, the Administrative Staff Council passed a resolution that the following request be forwarded to Mr. Robert Martin.

We request that the November 15th appeal date be extended thirty days to December 15th for the following reasons:

- Administrative Staff Council has just received an additional document released by Personnel Services this week -- "Progression of Levels for Administrative Staff." Council needs time to inform all constituents that this document is available and to review and evaluate its content. There are questions about the content, accuracy and implications of this report which need to be answered and communicated to our constituents.

- Personnel continues to have a backlog of positions which have not been evaluated. Additionally, the Student Affairs area is working with Personnel to discuss issues that have risen as a result of the reorganization in this area. The President's area is trying to clarify issues unique to the Athletic Department.

The extension of these deadlines should allow reasonable time for these additional meetings to be held, for the Council to ensure that every administrative staff member is aware of all documentation available regarding how their position was evaluated, for all administrative staff members to make an informed decision whether or not to file an appeal, and for staff to prepare and document their appeals.
At its November 2, 1995 meeting the Administrative Staff Council directed that the following request be forwarded to Mr. Robert L. Martin:

We request that the November 15th appeal date be extended thirty days to December 15th for the following reasons:

- Administrative Staff Council has just received an additional document released by Personnel Services this week -- "Progression of Levels for Administrative Staff". Council needs time to inform all constituents that this document is available and to review and evaluate its content. There are questions about the content, accuracy and implications of this report which need to be answered and communicated to our constituents.

We assume that with the release of this document we now have full disclosure of all information relating to the Mercer Study.

- Personnel continues to have a backlog of positions which have not been evaluated. Additionally, the Student Affairs area is working with Personnel to discuss issues that have risen as a result of the reorganization in this area. The President's area is trying to clarify issues unique to the Athletic Department.

The extension of these deadlines should allow reasonable time for these additional meetings to be held, for the Council to ensure that every administrative staff member is aware of all documentation available regarding how their position was evaluated, for all administrative staff members to make an informed decision whether or not to file an appeal, and for staff to prepare and document their appeals.
November 22, 1995

Mr. Bryan Benner
Chair Administrative Staff Council
Physical Plant

Dear Mr. Benner,

I wanted to take this opportunity, on behalf of the Bowling Green State University Foundation, Inc., to thank you for your continued support to the University. Friends of the University like you truly do make a difference in the educational experience of our students.

As a result of your support, the Foundation is pleased to provide you with this report of the Administrative Staff Scholarship Endowment as of June 30, 1995. The attached financial report is a summary of the corpus account balance and income account indicating the awards, gifts, expenses, and earnings for the 1994-95 fiscal year.

As you know, the corpus account portion of the account is held in perpetuity, while the interest generated from the account is used to satisfy the benefactor's directions on the use of the fund.

To further serve your needs as a donor, we are continually working to enhance our ability to gather timely information about the recipient of the Administrative Staff Scholarship Endowment. It is through such measures that we can provide the services that you expect from us.

Because private dollars are increasingly important in maintaining quality programs here at Bowling Green State University, your support of BGSU students in terms of scholarship awards is a tangible sign of your commitment to students and to quality higher education. As a result of your generosity and other friends like you, we have been able to endow over 370 scholarships and programs here at Bowling Green State University.

A Nonprofit Corporation for the Advancement of Bowling Green State University
Office (419) 372-2551 FAX (419) 372-7697
If I may provide additional information or assistance, please do not hesitate to contact me. Once again, please know how much Bowling Green State University values your support. We continue to build on our past successes and look forward to greater accomplishments in the future.

Sincerely,

[Signature]

Philip R. Mason
President & CEO

Enclosure
As of June 30, 1994, the corpus balance was $33,702.20 which includes 1994-95 gifts of $1,643.00.

The following summary of the income account indicates the activity during the 1994-95 fiscal year:

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<td>Balance 6/30/94</td>
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<td>Contributions</td>
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<td>Expenses</td>
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<td>Balance 6/30/95</td>
<td>$1,838.21</td>
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December 11, 1995

MEMORANDUM

TO: John Moore, Asst. Vice President Personnel Services
FROM: Bryan Benner, Chair Administrative Staff Council
RE: Appointees to Appeals Committee

The following administrative staff personnel have agreed to serve on the position analysis appeals committee:

- Ann Bowers  Asst. Archivist
- Jeffrey Grilliot  Director, Intn'l Programs
- Debra Wells  Systems Programmer
- Greg Jordan  Assoc. Dirc., Recreational Sports
- Deborah McLaughlin  Assoc. Dirc., Publications
- Keith Pogan  Assoc. Dirc., Physical Plant
- Tom Glick  Asst. Direc., Athletics

I have also attached a policy statement for the appeals committee which was approved at the December 7th meeting.

Your review of this matter is appreciated.

ljh
The ASC Appeals Committee shall be composed of 7 members representative of all vice-presidential areas. The purpose of the ASC Appeals Committee shall be to review all appeals by administrative staff concerning their assigned level as a result of the position analysis and compensation study. The committee will perform the review before the individual area Vice Presidents make their initial comments. The goal of the committee shall be to ensure that the appeals process is objective, consistent, and equitable. To accomplish this goal, the committee should adhere to the following guidelines:

1) The committee shall receive intensive training concerning how to utilize the criteria contained in the job evaluation plan developed by Mercer, Inc.

2) The committee shall focus their review of appeals to the categories selected by the appellant.

3) The review shall be restricted to those comments offered by the appellant or their immediate supervisor(s).

4) The committee shall clarify any information submitted for consideration. This would include contacting the appellant or their immediate supervisor(s).

5) The committee shall report their decision and/or rationale in writing to the appellant and the appropriate vice president.

6) The committee shall not consider the resulting points, ranges salary levels, or placement in the organizational chart when determining the appropriateness of an appeal.

7) Personnel Services shall provide the administrative support for the committee.

8) The actions and deliberations of the committee should be kept in confidence by members.

9) The appellant shall be informed in writing of the outcome of the appeal process along with written justification from both the appeals committee and vice presidents. All documentation associated with the appeal shall be made available to the appellant.

10) Members shall not participate in appeals decisions which affect family members, supervisors, or subordinates.

11) The committee shall finish their review by March 15, 1996.
DRAFT

ASC APPEALS COMMITTEE FORM

<table>
<thead>
<tr>
<th>Category Being Appealed</th>
<th>Committee Action (Recommend or Not Recommend)</th>
<th>Rationale For Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Knowledge</td>
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<tr>
<td>2. Experience</td>
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<tr>
<td>3. Creativity and Complexity</td>
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<tr>
<td>4. Freedom of Action</td>
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</table>
December 11, 1995

MEMORANDUM

TO: Dr. Sidney Ribeau  
President's Office

FROM: Bryan Benner, Chair  
Administrative Staff Council

Subject: Meeting with ASC

The Administrative Staff Council would like to cordially invite you to attend an ASC meeting at your convenience.

The following meeting dates are currently available:

January 4th  
February 1st  
March 7th  
April 4th

Each meeting will be held in the Alumni Room, 3rd floor, University Union at 1:30 p.m.

Your consideration of this matter is appreciated. If I can be of any assistance in preparing for the meeting, please call me at 2-7634.

Thank you.

ljh
March 5, 1984

MEMORANDUM

TO: Administrative Staff Council
FROM: Norma J. Stickler
Secretary of ASC

On behalf of the Elections Committee (Terry Appolonia, Karen DeRosa, Tom Glick, Jan ScottBey) I am pleased to announce the results of the Administrative Staff Council membership elections. The following staff members have been elected to three-year terms beginning July 1, 1984. Our congratulations to these new members!

Academic Affairs: Susan Darrow, Nan Edgerton, Jane Wood, Paul Yon

Operations: Ruth Friend, Jim Sharp

President's Area: Jack Gregory, Jim Harris, Carole Huston, Ron Zierlein

Student Affairs: Jill Carr, Deb Heineman, Marshall Rose

University Relations: Patricia Koehler

The full 1984-85 membership will be as listed on the attached page. At its March 13 meeting, the Executive Committee will be developing nominations for chair-elect and secretary. If you or your constituents have nominations to suggest, please contact Cary Brewer, Joe Martini or me by 9:00 a.m. on March 13.
1984-85 Administrative Staff Council
Executive Committee

Joe Martini - Chairperson
Gregg DeCrane - Vice-Chairperson
Jill Carr - Secretary
Joyce Kepke - Academic Affairs Representative
Jim Sharp - Operations Representative
Zola Buford - Planning and Budgeting Representative
Jack Gregory - President's Office Representative
Deb Haineman - Student Affairs Representative
Deb Weiser - University Relations Representative
Alphabetical Membership Roster
1984-85

Bob Arrowsmith
Cary Brawer
*Zola Buford
*Jill Carr
Wayne Colvin
Jim Corbitt
Susan Darrow
*Gregg DeCrane
Derek Dickinson
Nan Edgerton
Patrick Fitzgerald
Ruth Friend
*Jack Gregory
Jim Harris
Kathy Hart
Bob Hayward
*Deb Hainsman
Carole Huston
Patricia Koehler
Jim Litwin
*Joe Martini
Joan Mongan
Judi Roller
Marshall Rose
Jan Scottbey
*Jim Sharp
*Deb Weiser
Larry Weise
Jane Wood
Paul Yon
Ron Zwierlein
*Joyce Kephe

Office of Vice President for Student Affairs
Office of Registration and Records
Office of Registration and Records
Housing
Greek Life
Auxiliary Services
Center for Educational Options
Student Activities
Standards and Procedures
Research Services
Channel 57
Management Support Services
Athletic Department
Athletic Department
General Studies Writing
Physical Plant
Financial Aid and Student Employment
Athletic Department
Channel 57
Institutional Studies
Bursar
University Division
Office of Registration and Records
Placement
EOC
University Union
Publications
Alumni & Development
College of Education
Library
Recreation Center
Continuing Education

* Executive Committee Member
# 1984-85 Administrative Staff Council
## Meeting Schedule

### Full Administrative Staff Council

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Location</th>
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<tbody>
<tr>
<td>Thursday, September 6, 1984</td>
<td>1 p.m. - 3:30 p.m.</td>
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<td>Thursday, October 4, 1984</td>
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<td>Alumni Room</td>
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<td>Thursday, February 7, 1985</td>
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<td>Thursday, March 7, 1985</td>
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<td>Thursday, April 4, 1985</td>
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<td>Thursday, May 2, 1985</td>
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<tr>
<td>Thursday, June 6, 1985</td>
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### Executive Committee Meetings

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<tr>
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<tbody>
<tr>
<td>Noon - 1:30 p.m.</td>
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<td>Lunch will be served.</td>
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<td>All in Canal Room</td>
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<td>November 27, 1984</td>
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<td>March 26, 1985</td>
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SUGGESTED GOALS AND OBJECTIVES

Items for consideration submitted at 6/14/84 Meeting.

- development of an administrative staff professional leave policy
- evaluation and merit
- direct representation to the Board of Trustees
- guest speakers
- increase communication among A3 members
- relationship of ASC to the role and mission statement
- develop a policy for involvement in changes in health care benefits
- expand ASC representation on University committees

1984-85 Committees

Elected Committee Representation

<table>
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<tr>
<th>Committee</th>
<th>Person</th>
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<tr>
<td>Monitor Advisory Committee</td>
<td>Joan Gordon</td>
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<tr>
<td>Insurance Committee</td>
<td>Suzanne Crawford</td>
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<tr>
<td>Library Advisory Committee</td>
<td>Ann Bowers</td>
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<tr>
<td>Telecommunications</td>
<td>Pat Fitzgerald</td>
</tr>
<tr>
<td>Computing Council</td>
<td>Joe Martini</td>
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<tr>
<td>Parking Services Appeals Committee</td>
<td>John Buckenmeyer</td>
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<td>*Human Relations Commission</td>
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*needs to be filled
Administrative Staff Council
1984-85

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<td>Center for Educ. Options</td>
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<td>Research Services</td>
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<td>Jane Wood</td>
<td>1987</td>
<td>College of Education</td>
<td>2-0151</td>
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<td>Paul Yon</td>
<td>1987</td>
<td>Library</td>
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<tr>
<td>James Litwin</td>
<td>1986</td>
<td>Institutional Studies</td>
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<tr>
<td>Norma Stickler</td>
<td>1986</td>
<td>Academic Affairs</td>
<td>2-2915</td>
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<tr>
<td>Kathy Hart</td>
<td>1985</td>
<td>General Studies Writing</td>
<td>2-2576</td>
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<tr>
<td>Joyce Kapke</td>
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<td>University Division</td>
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| University Relations             |             |                                       |       |
| Pat Koehler                      | 1987        | Channel 57                            | 2-0121|
| Pat Fitzgerald                   | 1986        | Channel 57                            | 2-0121|
| Larry Weiss                      | 1935        | Alumni & Development                  | 2-2701|
| Deb McLaughlin                   | 1935        | Publications                          | 2-2716|

| Operations                      |             |                                       |       |
| Ruth Friend                     | 1987        | Management Support Svcs.              | 2-2236|
| James Sharp                     | 1987        | University Union                      | 2-2241|
| James Corbitt                   | 1936        | Auxiliary Support Services            | 2-2891|
| Robert Hayward                  | 1985        | Physical Plant                        | 2-2251|

| Student Affairs                 |             |                                       |       |
| Deb Heineman                    | 1987        | Fin. Aid & Stu. Empl.                 | 2-2651|
| Jill Carr                       | 1987        | Housing                               | 2-2011|
| Marshall Rose                   | 1937        | Placement                             | 2-2356|
| Gregg DeCrane                   | 1986        | Student Activities                    | 2-2843|
| Derek Dickenson                 | 1986        | Standards & Procedures                | 2-2261|
| Bob Arrowsmith                  | 1985        | Off. VP Stu. Affairs                  | 2-2147|
| Wayne Colvin                    | 1985        | Greek Life                            | 2-2151|

| Planning and Budgeting          |             |                                       |       |
| Cary Brewer                     | 1986        | Registration & Records                | 2-0441|
| Zola Buford                     | 1986        | Registration & Records                | 2-0441|
| Joseph Martini                  | 1986        | Bursar                                | 2-2815|
| Richard Conrad                  | 1935        | Computer Services                     | 2-2911|

| President                       |             |                                       |       |
| Jack Gregory                    | 1937        | Athletic Department                   | 2-2401|
| Kevin McHugh                    | 1937        | Athletic Department                   | 2-2401|
| Carole Huston                   | 1937        | Athletic Department                   | 2-2401|
| Ron Zwierlein*                  | 1987        | Recreation Center                     | 2-2711|
| Janet ScottBey                  | 1985        | EOC                                   | 2-0495|

*Currently working in the Student Affairs Area
As of August 31, 1984
<table>
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<tr>
<th>Name</th>
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PLANNING & BUDGETING

Constituents

**Cary Brewer**  
Ofc. of Reg. and Rods.  
2-0441

Susan Caldwell  
Shirley Colaner  
Robert McGeein  
Rebecca McOmber  
Elaine Badik  
John Gruber  
Dale Schroeder  
Charles Schultz  
Ron Rezin  

**Sula Buford**  
Ofc. of Reg. and Rods.  
2-0441

Linda Hamilton  
Don Passmore  
John Martin  
Thomas Glick  
Daniel Shelley  
Cheryl Krockr  
Lisa Chavers  
Kerry Foldenauer  
Duane Whitmire  

**Richard Conrad**  
Computer Services  
2-2911

Susan Carny  
Deb Clink  
William Gerwin  
Susan Gruber  
Steve Herber  
James Hoy  
Joseph Luthman  
Kent Strickland  
Connie Stein Shelley  
Debra Wells  

**Joe Martini**  
Bursar  
2-2315

Rich Zera  
Paul Nusser  
Ilsa Thomas  
Beryl Smith  
David Hoehner  
Clarence Lane  
Carl Lipp  
John Schroeder  
Lori Schumacher
## PRESIDENT'S AREA

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# STUDENT AFFAIRS

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## Additional Information

- Jill Carr: Housing Office 2-2011
- Wayne Colvin: Greek Life 2-2151
- Gregg DeCrane: Student Activities 2-2843
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## UNIVERSITY RELATIONS

### Constituents

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<td>Kaylene Little</td>
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December 19, 1984

MEMORANDUM

TO: Joe Martini  
    Bursar

FROM: Susan Caldwell, Director  
      Administrative Staff Personnel Services

SUBJ: New Administrative Staff

The following are new administrative staff members:

<table>
<thead>
<tr>
<th>Name</th>
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<th>Date of Hire</th>
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<tr>
<td><strong>ACADEMIC AFFAIRS</strong></td>
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<tr>
<td>Chris Onasch</td>
<td>Research Associate</td>
<td>December 1, 1984</td>
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<td></td>
<td>Geology Dept. P/T</td>
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<td><strong>OPERATIONS</strong></td>
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<tr>
<td>James McArthur</td>
<td>Architectural Draftsperson</td>
<td>December 10, 1984</td>
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<td>Architect's Office</td>
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<td><strong>PLANNING &amp; BUDGETING</strong></td>
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<td>Roger Newman</td>
<td>Director of Registration</td>
<td>November 12, 1984</td>
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<td>Registrar's Office</td>
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<td><strong>STUDENT AFFAIRS</strong></td>
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<tr>
<td>Barbara Frobel</td>
<td>Nurse Clinician</td>
<td>December 10, 1984</td>
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<td>Student Health Center</td>
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<tr>
<td>Elayne Jacoby</td>
<td>Nurse Clinician</td>
<td>November 26, 1984</td>
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<td>Student Health Center</td>
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xc: Linda Swaisgood  
       Dick Rehmer
January 11, 1985

MEMORANDUM

TO:    Jill Carr
FROM:  Joe Martin

I think copies should be sent to the following:

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<th>New Employees</th>
<th>Representatives</th>
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<tr>
<td>James McArthur</td>
<td>Robert Hayward</td>
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<tr>
<td>Roger Newman</td>
<td>Zola Buford</td>
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<td>Stephen Schaefer</td>
<td>Cary Brewer</td>
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<td>Cindy Krause</td>
<td>Patricia Koehler</td>
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<td>Timothy King</td>
<td>Nan Edgerton</td>
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<tr>
<td>Chris Onasch</td>
<td>Kathy Hart</td>
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<td>Diana Strauss</td>
<td>Joyce Kaphe</td>
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<td>Joshua Kaplan</td>
<td>Bob Arrowsmith</td>
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<td>Christine Oswald</td>
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<td>Elayne Jacoby</td>
<td>Bob Arrowsmith</td>
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<tr>
<td>Cindy Puffer</td>
<td>Bob Arrowsmith</td>
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<tr>
<td>Margaret Hawkins</td>
<td>Derek Dickenson</td>
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Robert Hayward - resignation of Pat McFée plus new staff

Carole Huston - resignation of Pat Bratt

Kathy Hart - resignation of Michelle Camet plus new staff

Jan ScottBey - resignation of A. J. Bonar

Peace Champion - new member of Administrative Staff Council

Marshall Rose - an update for him

cc: ASC Executive Committee
MEMORANDUM

TO: Joe Martini
    Bursar

FROM: Susan Caldwell, Director
    Administrative Staff Personnel Services

SUBJ: New Administrative Staff

January 31, 1985

The following are new administrative staff members:

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Date of Hire</th>
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<tbody>
<tr>
<td>Timothy King</td>
<td>Assistant to the Dean, Graduate College,</td>
<td>January 1, 1985</td>
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<tr>
<td></td>
<td>Temporary F/T</td>
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<tr>
<td>Diana Strauss</td>
<td>Clinician Audiologist, Speech &amp; Hearing</td>
<td>January 2, 1985</td>
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<td></td>
<td>Clinic</td>
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<td>Stephen Schaefer</td>
<td>Systems Programmer, Computer Services</td>
<td>January 1, 1985</td>
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<tr>
<td>Joshua E. Kaplan</td>
<td>Director, Student Health Center</td>
<td>December 31, 1984</td>
</tr>
<tr>
<td>Margaret Hawkins</td>
<td>Academic Counselor, Special Services</td>
<td>January 7, 1985</td>
</tr>
<tr>
<td>Cindy Krause</td>
<td>Director of TV Information WBGU-TV</td>
<td>December 26, 1984</td>
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SC: memb
cc: Linda Swaisgood
    Dick Rehmer
MEMORANDUM

TO: Joe Martini
    Bursar

FROM: Susan Caldwell, Director
    Administrative Staff Personnel Services

SUBJ: Administrative Staff who have terminated employment.

January 31, 1985

The following are those employees who have terminated employment within the last few weeks.

<table>
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<tr>
<th>Name</th>
<th>Title</th>
<th>Date of Termination</th>
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<tr>
<td>Patricia McPhee</td>
<td>Household Manager, President's House</td>
<td>January 15, 1985</td>
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<td>Pat Brett</td>
<td>Head Women's Track Coach, Intercollegiate Athletics</td>
<td>January 1, 1985</td>
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<tr>
<td>Ellen Baxter</td>
<td>Asst. Director, Greek Life Residential Services</td>
<td>February 1, 1985</td>
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Also, Joe, Mary Lynn Rogge has a new position effective January 7, 1985. She previously was Counselor, Developmental Learning Center and she is now an Academic Counselor, Student Development Program.
MEMORANDUM

TO:    Administrative Staff Council
FROM: Gregg DeCrane, Chair
         Administrative Staff Council
DATE:  July 10, 1985
SUBJECT: Administrative Staff Council 1985/86

The members of the Executive Committee of the Administrative Staff Council (1985/86) are as follows:

Gregg DeCrane               Chair
Deb Heineman                Chair-Elect
James Sharp                 Secretary
Jack Gregory                President's Area
Jill Carr                   Student Affairs
James Corbitt               Operations
Richard Conrad              Planning & Budgeting
Paul Yon                    Academic Affairs
Patrick Fitzgerald          University Relations

Also, a complete listing of the 1985/86 members of Administrative Staff Council Memberships is attached for your records and future reference.

Thank you.

GD:kdh

cc:  Dr. Paul Olscamp
     Dr. Eloise Clark
     Dr. Richard Eakin
     Dr. Karl Vogt
     Dr. Mary Edmonds
     Dr. Dwight Burlingame
     Mr. Philip Mason
     Dr. Don boren
     Mrs. Sharon Stuart
     Mrs. Susan Caldwell
MEMORANDUM

TO: Gregg DeCrane, Chair
    Administrative Staff Council

FROM: Susan Caldwell, Director
    Administrative Staff Personnel Services

SUBJ: New Administrative Staff

The following are new administrative staff members:

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Date of Hire</th>
</tr>
</thead>
<tbody>
<tr>
<td>Judith Klein</td>
<td>PT Clinical Supervisor Communication Disorders</td>
<td>Fall Semester</td>
</tr>
<tr>
<td>Marilyn Parrish</td>
<td>PT Reference Assistant, Library</td>
<td>September 3, 1985</td>
</tr>
<tr>
<td>Jacqueline Nathan</td>
<td>Art Exhibition Program Administrator, School of Art</td>
<td>September 15, 1985</td>
</tr>
<tr>
<td>Mary Helen Ritts</td>
<td>PT Coordinator of Program Services, College of Technology (formerly classified)</td>
<td>September 23, 1985</td>
</tr>
<tr>
<td>Joseph Nayduciak</td>
<td>Director of Community Services, Firelands</td>
<td>September 30, 1985</td>
</tr>
<tr>
<td>Mary Walters</td>
<td>Assistant Director, Graduate Studies in Business</td>
<td>October 2, 1985</td>
</tr>
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</table>

PLANNING & BUDGETING

| Laura Rupert       | Assistant Registrar Registration & Records                           | September 9, 1985     |

Klein - Steiger
Parrish - Bowers
Nathan - Wood
Ritts - Piersol
Nayduciak - Stickler
Walters - Steiger
Rupert - Brewer
February 3, 1986

MEMORANDUM

TO: Cary Brew
FROM: Jim Sharp
Secretary
Administrative Staff Council

RE: Attendance

According to our records, you are in danger regarding either the number of alternates you have sent to ASC meetings, or attendance.

Attached are the relevant by-laws related to these topics.

As of this date, you have sent an alternate 4 times.

Thanks for your attention to this situation.

JS:tt
Attachment
cc: Exec. Committee
February 3, 1986

MEMORANDUM

TO: Ruth Friend

FROM: Jim Sharp, Secretary
Administrative Staff Council

RE: Attendance

According to our records, you are in danger regarding either the number of alternates you have sent to ASC meetings, or attendance.

Attached are the relevant by-laws related to these topics.

As of this date, you have sent an alternate 3 times.

Thanks for your attention to this situation.

JS:tt
Attachment
cc: Exec. Committee
February 3, 1986

MEMORANDUM

TO: Jack Gregory
FROM: Jim Sharp, Secretary
Administrative Staff Council
RE: Attendance

According to our records, you are in danger regarding either the number of alternates you have sent to ASC meetings, or attendance.

Attached are the relevant by-laws related to these topics.

As of this date, you have sent an alternate 4 times.

Thanks for your attention to this situation.

JS:tt
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cc: Exec. Committee
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*Members of the ASC Executive Committee
As of June 30, 1985
# Administrative Staff Council

## 1985-86

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*Executive Committee of the Administrative Staff Council

As of June 30, 1985.

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*Executive Committee of the Administrative Staff Council
As of June 3, 1985.
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<tr>
<th>Name</th>
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<td>1985</td>
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<td>Peace Champion</td>
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<td>Christopher Dunn</td>
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<td>Fin. Aid &amp; Stu. Empl.</td>
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<tr>
<td>Ron Zwierlein</td>
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*Members of the ASC Executive Committee
As of June 3, 1985
1985-86 ADMINISTRATIVE STAFF COUNCIL
EXECUTIVE COMMITTEE

Gragg DeCrane - Chairperson
Deb Heineman - Chair-elect
Jim Sharp - Secretary
Dick Conrad - Planning and Budgeting Representative
Jack Gregory - President's Area Representative
Jim Corbitt - Operations Representative
Jill Carr - Student Affairs Representative
Patrick Fitzgerald - University Relations Representative
Paul Yon - Academic Affairs Representative

University Committee Representatives

University Computing Council - Joe Martini
Library Advisory Committee - Ann Bowers
Monitor Advisory Committee - Jennifer Spielvogel
Insurance Committee - Suzanne Crawford
Telecommunications Committee - Don Passmore
Human Relations Commission - Jack Taylor
Parking Appeals Committee - John Buckenmeyer
Parking Committee - Jim Treeger
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<th>Name</th>
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<tr>
<td>Sarah Herrman</td>
<td>Music Library</td>
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<td>Cooperative Education</td>
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<td>Brewer</td>
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<td>Richard Colman</td>
<td>Computer Services</td>
<td>Conrad</td>
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<td>Crawford</td>
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<td>Piper</td>
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---Please note these changes in your Communications Network.
1986-87 ADMINISTRATIVE STAFF COUNCIL

Student Affairs

*Jill Carr  2-2011
Deb Heineman  2-2651
Tonia Stewart  2-2458
Dave Weinandy  2-2343
Peace Champion  2-8359
Rich Hughes  2-2011
Jim Austermiller  2-2277

Planning and Budgeting

Lori Schumacher  2-2201
*Dick Conrad  2-2911
Charles Schultz  2-2911
Linda Hamilton  2-8262

President's Area

*Pat Cleveland  2-2401
Jack Gregory  2-2401
Ron Zwierlein  2-2711
Greg Jordan  2-2644
*Sue Crawford  2-8181

Academic Affairs

Barry Piersol  2-7580
Gail McRoberts  2-2791
*Ann Bowers  2-2411
Joan Bissland  2-8181
Gail Richmond  2-2106
Kathryn Thiede  2-7891
Kathy Hart  2-7885
Susan Darrow  2-8501
Linda Katzner  2-8504
Jane Wood  2-7372
Paul Yon  2-2411

Operations

*John Buchanmyer  2-2851
Ruth Friend  2-2236
*Jim Sharp  2-2241
Ed O'Donnell  2-2591

University Relations

Sally Blair  2-7035
Everett Piper  2-2701
*Pat Koehler  2-7128
Linda Swaisgood  2-2716

*Executive Committee Members