Chair Correspondence 1997-1998

Bowling Green State University. Administrative Staff Council
Pre-Microfilm Inventory

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Administrative Staff Council, UA-022

Location: Bowling Green, Ohio

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Notes

1. Colored Paper
2. Pencil
3. Colored Ink
4. Photocopies
5. Post-It Notes
6. Highlighter
Administrative Staff Council Minutes
Thursday, June 5, 1997

Members Present: Jerry Ameling, Deborah Boyce, Scot Bressler, Carmen Castro-Rivera, Dianne Cherry, Judy Donald, Jim Elsasser, Mike Failor, Ken Frisch, Tom Glick, Jeff Grilliot, Sharon Hanna, Elayne Jacoby, Deb Knigga, Paul Lopez, Joe Luthman, Dawn Mays, Joan Morgan, Gene Palmer, Sue Perkins, Jan Peterson, Cindy Puffer, Jan Ruffner, Bev Stearns, Jodi Webb, Duane Whitmire, Jeannie Wright, Mary Beth Zachary

Members Absent Who Sent Substitutes: Mary Kay O’Neill-Jones for Barb Keeley, Barb Erisman for Ed O’Donnell

Members Absent: Craig Bedra, Bryan Benner, Ann Betts, Joyce Blinn, Deb Burris, Penny Dean, Randy Julian, Joyce Kepke, Inge Klopping, Lona Leck, Becky McOmber, Donna Nelson-Beene, Penny Nemitz, Bonita Sanders Bembry, Tim Smith, Kurt Thomas, Bob Waddle, Reva Walker, Betty Ward, Paul Yon

Guests: Suzanne Kashuba, Monitor

New ASC Representatives: Pat Green, John Hartung, Sandy LaGro, Laura Waggoner, Matt Webb, Deb Wells

Call to Order:

The meeting was called to order at 1:33 p.m. by Chair, Joan Morgan.

Approval of Minutes:

Bev Stearns moved, Deb Knigga seconded that the minutes be approved as distributed.

Chair Report:

Joan Morgan welcomed the newly elected ASC representatives in attendance. Certificates of recognition were distributed to outgoing ASC representatives - Bryan Benner, Ann Betts, Jeff Grilliot, Barb Keeley, Lona Leck, Joe Luthman, Penny Nemitz, Ed O’Donnell, and Mary Beth Zachary.

The Principles and Recommendations for a Performance-Based Merit System for Administrative Staff at Bowling Green State University will be submitted to the Board of Trustees pending our revisions to the document.

Joan thanked everyone involved with ASC for all of their hard work and extended her appreciation for the opportunity to serve as ASC Chairperson.

Chair-Elect Report:

ASC budget update - $390.98.

Duane Whitmire expressed his pleasure in working with Joan for the past year and acknowledged the professional manner in which she has represented all Administrative Staff.
Secretary's Report:

The 1997-98 ASC meeting schedule and the roster of ASC representatives for 1997-98 were distributed.

Amendments:

Mary Beth Zachary indicated that the following changes should be reflected in the Administrative Staff Handbook: ASC by-laws, FMLA, Appeals Process. This topic will be discussed with Rebecca Ferguson at a July 15 meeting.

Ferrari Award:

Nomination forms are due to Bob Waddle by August 1.

Internal Affairs:

The committee completed the following during 1996-97:
- Updated new member handbook.
- Submitted the by-law changes to extend ASC committee membership to all Administrative Staff and establish an Awards and Special Recognition Committee.
- Investigated the standing of the Internal Affairs Officer position within ASC.
- Continued to work with the BGEffect Program. The BGEffect Program will now be permanently housed in the First Year Experience Program.

Personnel Welfare:

Joe Luthman reviewed the updated version of the Principles and Recommendations for a Performance-Based Merit System for Administrative Staff at Bowling Green State University that included Dr. Middleton's suggestions. Bev Stearns made some grammatical and wording suggestions that will be incorporated into the document. A question was raised whether faculty will be held to the following recommendation:

A supervisor's merit evaluation will include an assessment of the completion of performance evaluations and merit pay recommendations for their staff on time. Failure to do so will be deemed performance below expectations.

Joe made the motion to accept the document as amended and to forward to the Board of Trustees. Bev Stearns seconded the motion. The motion was approved by ASC.

Thanks were extended to all members of the Personnel Welfare Committee for all the work that they did throughout the year.

Salary:

The final report is complete and was shared at the May 1997 ASC meeting.

Scholarship:

The committee awarded Kimberly Meenach a $1000.00 scholarship and Kristin Grefrath a $500.00 scholarship.
Old Business:

Jeff Grilliot will share a draft of a job description for the Internal Affairs Officer with the Exec Committee. This is will be an appointed ASC position.

New Business:

Congratulations to Deb Boyce and Judy Donald. Deb will serve as Chair-Elect and Judy will serve as Secretary of ASC for 1997-98.

Joan Morgan passed the gavel to Duane Whitmire, new Chairperson of ASC.

The ASC Fall Reception will be held on Wednesday, September 10 from 3pm-5pm in the Mileti Alumni Center.

ASC Executive Committee will meet on August 11 with all the former Chairpersons of ASC.

Dianne Cherry gave an update on the Jordan Family Development Center. Any suggestions for the Center can be forwarded to Dianne.

The meeting adjourned at 2:25 p.m.

Jodi Webb
Secretary, ASC

NEXT ASC MEETING:
Thursday, September 4 - 1:30pm
Alumni Room/University Union
BOWLING GREEN STATE UNIVERSITY FOUNDATION, INC.
BOWLING GREEN, OHIO
DISBURSEMENT — ORDER

To: TREASURER OF THE FOUNDATION
ALUMNI CENTER

DATE June 5, 1997

PLEASE PREPARE
CHECK IN FAVOR OF BGSU

IN THE AMOUNT OF $1,500.00

For: Kimberly J. Meenach P001513874 $1,000 Fall Semester

1461 Ennisa, Liberty, IN 46044

Kristin M. Greifarth P003403300 $500.00 Fall Semester

AND CHARGE TO Adm. Staff Scholarship ACCOUNT ADM1-42 PAID BY CHECK NO.

APPROVED FOR PAYMENT:

PREPARE THIS TRIPlicate FORM AND MAIL WHITE AND CANARY COPIES TO ALUMNI CENTER, RETAIN PINK COPY. DO NOT REMOVE CARBONS.
August 11, 1997

Kimberly Meenach
8153 US Rt. 23N
Delaware, Ohio 43015

Dear Kimberly:

I have received your name as one of the recipients of the Administrative Staff Scholarship for 1997. To begin the new academic year, the Administrative Staff holds a fall reception. At that time, should schedules permit, we would like the opportunity to recognize the 1997 scholarship recipients.

The fall reception is scheduled for Wednesday, September 10 from 3-5 in the Miletli Alumni Center. I would appreciate it if you would check your schedule to see if you might be available to stop by around 4 p.m. At that time, we have scheduled to recognize Administrative Staff receiving special award(s) as well as the scholarship recipients.

Please check your schedule and let me know if you might be available to attend. You can contact me by phone 372-7876 or by stopping by my office at Continuing Education, 40 College Park.

Thank you.

Sincerely,

Judy Donald, Secretary
Administrative Staff Council

pc: Duane Whitmire, President, ASC
Deborah Boyce, Chair Elect, ASC
August 11, 1997

Kristin Grefrath
670 Frazee #25
Bowling Green, Ohio 43402

Dear Kristin:

I have received your name as one of the recipients of the Administrative Staff Scholarship for 1997. To begin the new academic year, the Administrative Staff holds a fall reception. At that time, should schedules permit, we would like the opportunity to recognize the 1997 scholarship recipients.

The fall reception is scheduled for Wednesday, September 10 from 3-5 in the Miletit Alumni Center. I would appreciate it if you would check your schedule to see if you might be available to stop by around 4 p.m. At that time, we have scheduled to recognize Administrative Staff receiving special award(s) as well as the scholarship recipients.

Please check your schedule and let me know if you might be available to attend. You can contact me by phone 372-7876 or by stopping by my office at Continuing Education, 40 College Park.

Thank you.

Sincerely,

Judy Donald, Secretary
Administrative Staff Council

pr: Duane Whitmire, President, ASC
Deborah Boyce, Chair Elect, ASC
MEMORANDUM

TO: Charles Middleton, Ph.D.
    Provost and Vice President for Academic Affairs

FROM: Duane Whitmire, Ph. D.
    Chair of Administrative Staff Council

RE: Principles and Recommendations for a Performance-Based Merit System for Administrative Staff at Bowling Green State University

As a follow-up to a phone conversation with Norma Stickler, attached please find the Principles and Recommendations for a Performance-Based Merit System for Administrative Staff at Bowling Green State University which was approved by Administrative Staff Council on June 5, 1997.

If you need any additional information, please feel free to contact me.

pc: D. Boyce, ASC Chair-Elect
    J. Donald, ASC Secretary
    J. Luthman, ASC-PWC Chair
    D. Magrum, President’s Office
    J. Morgan, ASC Former Chair
    N. Stickler, Provost’s Office
Principles and Recommendations for a Performance-Based Merit System for Administrative Staff at Bowling Green State University

The Administrative Staff Council believes that a number of important principles must form the foundation for an effective performance appraisal process and for the equitable distribution of salary increment awards. The Council endorses the concept of a performance-based merit system for awarding employee salary increases provided such a system is fair, equitable, and firmly grounded on these principles. By "merit", the Council means a salary increment that is allotted for performance of duties that meets or exceeds unit expectations. The following principles underlie an effective performance-based merit system:

1. An effective merit system should promote employee recruitment and retention, adequately reward conscientious performance of normal duties and responsibilities, and provide incentives that encourage distinguished, innovative and creative achievements to meet unusual challenges and opportunities when they arise.

2. A salary system should be designed to promote internal salary equity (based upon the Administrative Staff Compensation Plan) as well as external salary equity (based upon salary comparisons among individuals in similar positions from similar universities, colleges or departments). The institution should monitor and ensure that employee salaries continue to be commensurate with individual employee's skills, abilities, and experience.

3. A performance-based merit system may include a component of peer-review when appropriate. Appropriateness will be determined jointly by the supervisor and staff member.

4. A performance-based merit system should engender the type, quantity, and quality of performance that contributes to the achievement of institutional and unit missions and goals. The reward system also needs to account for a variety of ways that an employee may support these missions and goals.

5. A performance-based merit system needs to establish a clear connection between employee performance and reward. Meritorious performance should be rewarded in tangible ways through significant progression within a salary range or promotion and movement to a new salary range when deemed appropriate. A department or unit must clearly identify the normal expectations and performance standards that are expected of all staff. Through this process, indicators must be identified for performances that fall below standard expectations for merit as well for those types of achievements that surpass the unit's standard expectations.

6. The performance appraisal process should provide employees with constructive comments that enable them to develop professionally and to make improvements in performance.

7. A performance-based merit system must avoid trivializing the system by spreading merit too thinly and thus minimizing the impact of any incentive awards given.

8. Even the best annual review systems may produce salary inequities or may fail to appropriately reward contributions or performances spread over longer periods of time. Thus, an annual merit review system needs to be supplemented by periodic five-year comprehensive reviews on a rotating schedule.

9. A performance-based merit or salary reward system should foster cooperation among staff, should reward individuals for collaborative efforts, and should generate wide support and general satisfaction on the University campus.
10. Both the performance-based merit system and the performance appraisal process will be reviewed annually by ASC, which will make recommendations for modification as appropriate.

Provided these ten principles are followed, the Administrative Staff Council recommends that Bowling Green State University adopt a performance-based merit reward system. The Council believes it is better to improve the existing system than to abandon it completely. What follows are the specific recommendations for an employee performance-based merit system which is specific to administrative staff members.

Recommendations

1. Each year, the University should identify, review, and address employee salaries which may be inequitable, such as the salaries of those individuals who are below the midpoint of their salary grade. Funds should be made available on a regular, on-going basis to correct salary inequities, make market adjustments and salary adjustments deemed appropriate following comprehensive reviews of employee performance and salary, and to support raises for promotions. These funds should not be considered part of the annual merit pool.

2. To establish a clear connection between employee performance and reward, meritorious performance should be rewarded in tangible ways through significant progression within a salary range, or promotion and movement to a new salary range when deemed appropriate.

   a. Upon the completion of five years of meritorious assessments, an employee's salary shall be reviewed and increased to further progression through the designated salary range. The amount awarded will be contingent upon available institutional resources.

   b. After five consecutive years of meritorious assessments, the employee shall be granted an annually renewable, five year contract with provisions for annual salary increases. Annual renewal will be contingent upon continued meritorious performance.

3. A performance-based merit system must be administered openly and reliably. Thus, changes in evaluation and merit pay criteria must be completed before the new contract year, i.e. before June 30 of the prior contract year. To ensure that employees can contest unfair merit assessments, timely disclosures of merit performance evaluations are necessary. Continual dialogue between the supervisor and the employee about progress towards goals is essential.

TIME DEADLINES

a. Performance appraisal forms must be completed by May 31 of the prior contract year.

b. Meritorious assessment must be known at the completion of the evaluation process. (May 31)

c. Merit criteria must be known prior to start of the next contract year.

d. A supervisor will meet with employees between November 15 and January 15 for a dialogue on progress toward their annual goals. The supervisor will document at that time an employee's performance which is falling below a satisfactory level. The supervisor will be expected to continue to engage in on-going dialogue with the employee to improve employee performance.

4. A supervisor's merit evaluation will include an assessment of the completion of performance evaluations and merit pay recommendations for their staff on time. Failure to do so will be deemed performance below expectations.
5. Human Resources will review all annual performance evaluations and merit pay recommendations to ensure consistency and integrity. Issues concerning the process will be communicated to ASC-PWC on an annual basis.

6. The annual merit allocation should be based upon the meritorious accomplishments over the most recent three-year period on a rolling basis, i.e., each year new information is added to the file for the most recent year and information for the oldest year is eliminated from the file. This will help to reduce inequities that can result from differences in the merit funds available each year and from fluctuations in performance that may occur from year to year.

7. All employees will be evaluated in their annual performance reviews to determine their eligibility for merit. Merit eligibility is determined by the job performance of an employee, as assessed by the Administrative Staff Performance Appraisal Form. Performing one's job at a satisfactory level and in a competent manner is the basis for merit pay. Given that an employee will qualify for a merit increase by meeting, as well as exceeding, unit standards, it is expected that very few employees will fail to qualify for merit.

8. Any employee who does not qualify for merit in their annual performance review should not receive a salary increase. A professional development fund equal to the uniform percentage raise that would have been allocated to the individual, should be made available to the department or academic unit for employee development, with priority given to assisting employees who have failed to qualify for a merit increment.

9. If the total merit pool for salary increments in a given year is three percent (3%) or less, all employees who qualify for merit in their annual performance reviews will receive the same percentage increase in salary.

10. If the total merit pool for salary increments in a given year is more than three percent (3%) but less than five percent (5%), it will be allocated according to the following guidelines:

   a. Three percent (3%) of the total salaries of employees shall be allocated as a three percent (3%) increase in salary to all employees who qualify for merit based on their annual performance reviews.

   b. The remaining difference between the total merit pool and the three percent (3%) of the total salaries of the administrative staff shall be allocated to departments and units for recognition of those employees whose level of performance exceeds department or unit expectations as defined by the merit policy of the department or unit.

11. If the total merit pool is five percent (5%) or more, it will be allocated according to the following guidelines:

   a. Sixty percent (60%) shall be allocated to departments/units to be used as an equal percentage increase in salary to all employees who meet or exceed department/unit expectations and thereby qualify for merit in their annual performance reviews.

   b. Forty percent (40%) shall be allocated to departments/units for recognition and reward of those employees whose level of performance exceeds department/unit expectations as defined by the merit policy of the department/unit.

Approved by Administrative Staff Council - June 5, 1997
ASC Standing Committee Charges

Amendments Committee
Chair: Beverly Stearns

The charge of the Amendments Committee is to initiate and receive proposed amendments to the Charter or Bylaws and to report to the ASC on all proposed amendments.

Awards & Special Recognitions Committee
Chair: Jane Schimpf

The charge of the Awards and Special Recognitions Committee is to develop and recommend to ASC ways to recognize administrative staff for their outstanding achievements. The committee also coordinates the advertisement, selection, and presentation of the awards and special recognitions including the annual Ferrari Award.

External Affairs Committee
Chair: Bonita Sanders-Bembry

The charge of the External Affairs Committee is to develop ways to improve opening day activities for administrative staff and to develop good public relations with other groups on campus, off campus and with the media.

Internal Affairs Committee
Co-chairs: Ian Peterson and Betty Ward

The charge of the Internal Affairs Committee is to develop and update the Orientation to ASC document and to orient new ASC members. In addition, the committee examines the election process and makes the appropriate recommendations.
**Personnel Welfare Committee**  
**Co-chairs: Pat Green and Inge Kloppinng**

The charge of the Personnel Welfare Committee is to review the Administrative Staff Handbook and to study/recommend Council action on matters involving general salary policies, benefits, performance, evaluations, and policies/procedures which affect the functioning of administrative staff in their positions.

**Professional Development Committee**  
**Chair: Dawn Mays**

The charge of the Professional Development Committee is to aid and encourage the professional growth and development of administrative staff. It studies and recommends action with regard to professional leaves, continuing education and recognition of professional achievement.

**Salary Committee**  
**Chair: Gene Palmer**

The charge of the Salary Committee is to compile comparative data and make a salary proposal each year on behalf of the administrative staff.

**Scholarship Committee**  
**Chair: Carmen Castro-Rivera**

The charge of the Scholarship Committee is to administer all aspects of the administrative staff student scholarship program including advertising, selection and presentation of the scholarship.
Administrative Staff Council
1997-98 Goals
(Approved with revisions suggested at the 10/2/97 ASC meeting)

To Implement the Administrative Staff Compensation Plan

To Raise the ASC Student Scholarship Fund by At Least $10,000

To Implement the Performance-Based Merit System and Performance Appraisal Process

To Hold Educational Forum(s) on Collective Bargaining

To Update the ASC Charter and Bylaws

To Analyze Administrative Staff Teaching Part-Time

To Develop an ASC Web Presence

To Make Appropriate Recommendations Regarding Salary Matters Pertaining to Administrative Staff

To Increase University Enrollments by Collaboratively Working with Other Groups on Campus

To Develop Ways to Recognize Administrative Staff for Their Achievements
Administrative Staff Council

1997-98 Goals

(Approved with revisions suggested at the 10/2/97 ASC meeting)

To Implement the Administrative Staff Compensation Plan

- establish and follow a specified time frame for implementation
- resolve any positions that were not part of the original process
- reach closure on any appeals not resolved
- develop a mechanism for placement and progression through a grade/range
- review the grievance process, because there is none currently
- obtain a copy of a listing of all administrative staff and their rankings as well as those who are exempt
- hold an Administrative Staff Compensation Plan Summit to update everyone on the current status of Administrative Staff Compensation Plan implementation
- resolve the "perceived" lack of adherence to hiring procedures
- review internal promotion procedures as related to the Administrative Staff Compensation Plan
- re-emphasize succession planning
- reorganization vs. promotion

To Raise the ASC Student Scholarship Fund by At Least $10,000

- Former Chairs, Executive Committee, Council, Entire Staff
- Work Day at Cedar Point
- Paid Time Off
- Matching dollars coming from the BGSU Alumni Association
- Establish and advertise a long-range goal
- Auction "services" that administrative staff could provide

To Implement the Performance-Based Merit System and Performance Appraisal Process

- Qualitative vs. Quantitative
- Investigate the monitoring of supervisors performance
- Are merit/appraisal linked?
- Consistent use of the Performance Appraisal Form (PAF) throughout the total group
To Hold Educational Forum(s) on Collective Bargaining

- Include all employee groups
- Positive and proactive

To Update the ASC Charter and Bylaws

- Take into account the University reorganization
- Take into account the Administrative Staff Compensation Plan
- Should our Handbook, Charter, and Bylaws be part of the University Charter?
- Consider a smaller Council
- Divide Academic Affairs
- Require ASC Representatives to be on a standing committee
- Take into account a revised grievance process
- Take into account the Performance-Based Merit System and Performance Appraisal Process

To Analyze Administrative Staff Teaching Part-Time

- Analysis from college to college
- Collect former data
- Include UNIV 100 and seminars in compensation

To Develop an ASC Web Presence

- Place the key elements of the ASC Orientation Handbook onto the web
- Use the web as another mechanism for distributing minutes
- Use the web for important "New Flashes" regarding ASC matters

To Make Appropriate Recommendations Regarding Salary Matters Pertaining to Administrative Staff

- Secure a competitive salary and benefits package
- Review gender and/or other inequities and make appropriate recommendations for modifications to individuals' salaries
- Examine employees, and appropriate adjustment in salaries, who have longevity at the University but are still near the bottom of their grade/ranges
- Develop a method for equitably dealing with individuals over the maximum
- Develop a mechanism for placement and progression through a grade/range
• Fair use of merit based upon performance
• Salary comparison of part-time personnel who are not employed by the University but teach here

**To Increase University Enrollments by Collaboratively Working with Other Groups on Campus**

• Work with Human Resources and the Classified Staff Council in creating a bundle of courses for staff members to take

**To Develop Ways to Recognize Administrative Staff for Their Achievements**

• Create numerous awards and special recognition avenues
Sally Blair, 11:21 AM 8/5/97, Re: ASC

To: blair@wbgu.bgsu.edu (Sally Blair)
From: Judy Donald <judyd@bgnet.bgsu.edu>
Subject: Re: ASC
Cc:
Bcc:
X-Attachments:

At 01:56 PM 8/5/97 GMT, you wrote:
Sally, Thanks so much for agreeing to be on ASC. You are replacing Donna Nelson-Beene whose term is up in 1998. I will be in contact with you shortly to let you know who your constituents are and other information. Our next meeting will be Thursday September 4.

Thanks again.

Judy Donald, Secretary
Administrative Staff Council

> I have been out of town, returned to the office last evening and found your telephone message of 8/1 and read your Email this am. I would be most willing to accept the ASC appointment if it is still open. I will wait to receive further details.

Printed for Judy Donald <judyd@bgnet.bgsu.edu>
I have been out of town, returned to the office last evening and found your telephone message of 8/1 and read your Email this am. I would be most willing to accept the ASC appointment if it is still open. I will wait to receive further details.
To: jluthma@radar.bgsu.edu
From: Judy Donald <judyd@bgnet.bgsu.edu>
Subject: ASC Constituent Network
Cc:
Bcc:
X-Attachments:

Joe, I understand that you have graciously offered to continue to keep this list. Am I to assume that you have gotten changes of new and departing staff from Human Resources to update the list. If not, let me know as I have a few that I have received over the summer.

I do need you to make a change on the list that you would have not received. Donna Nelson-Beene's contract has been changed to a faculty contract, so she needs to be dropped from the list. I have replaced her with Sally Blair, TV station. Could you please make that change and run me a copy of the constituent network so I can have an updated list.

Do you share that with the group or do I need to do this. I can't remember how it has been done in the past.

Please let me know what I need to do. Thanks for your help.

Judy
August 11, 1997

MEMORANDUM

TO: Sally Blair
FROM: Judy Donald, Secretary
Administrative Staff Council

SUBJ: Administrative Staff Council

Thank you again for agreeing to complete the term of Donna Nelson-Beene. Your term will expire in 1998. Enclosed is the agenda for the September meeting along with the minutes of the June meeting for your review.

We look forward to having you on ASC. See you at the September meeting. If you have any questions/concerns, please feel free to contact me.

Thank you.

Enc.
As you may know, your ASC Executive Committee has been hard at work this summer laying the groundwork for a productive and successful 1997-98 year for all administrative staff (please see the list below and
be advised that
handouts on all of these items will be given out at the
September 4th ASC
* All standing committees have been formed
* All committee chairs have been identified
* General charges have been given to all standing committees
* An ASC theme for 1997-98 has been selected
* A meeting with Former ASC Chairs was held
* The ASC Constituent Network list has been updated
* Plans for the ASC Fall Reception have been made
* And a number of other items have been accomplished by your Executive Committee this summer

One of the other items accomplished this summer was the creation of Recommended ASC 1997-98 Goals (see below) which we are sharing with you at this point in time for your review. We will discuss these at the September 4th ASC meeting. If you need any additional information, please feel free to contact me.

Recommended Administrative Staff Council 1997-98 Goals

To Implement the Administrative Staff Compensation (Mercer) Plan

* establish and follow a specified time frame for implementation
* resolve any positions that were not part of the original process
* reach closure on any appeals not resolved
POSTMASTER, ASC Summer 97 Work of Your Ex

* develop a mechanism for placement and progression through a grade/range
  (including movement to the midpoint in a timely manner)
* review the grievance process, because there is none currently
* obtain a copy of a listing of all administrative staff and their rankings
  as well as those who are exempt
* hold a Mercer Summit to update everyone on the current status of Mercer implementation
* resolve the "perceived" lack of hiring procedures
* review internal promotion procedures as related to the Administrative Staff Compensation (Mercer) Plan
* re-emphasize succession planning
* reorganization vs. promotion

To Raise the ASC Student Scholarship Fund by At Least $10,000

* Former Chairs, Executive Committee, Council, Entire Staff
* Golf Outing (are there too many?)
* Work Day at Cedar Point
* Paid Time Off
* Matching dollars coming from the University Advancement area
* Establish and advertise a long-range goal
* Auction "services" that administrative staff could provide

To Implement the Performance-Based Merit System and Performance Appraisal Process

* Qualitative vs. Quantitative (Firelands approach)
* Monitoring of supervisors performance
* Are merit/appraisal linked? (i.e. clarification of performance and merit)
* Consistent use of the Performance Appraisal Form (PAF) throughout the total group

To Hold Educational Forum(s) on Collective Bargaining
* Include all employee groups
* Positive and proactive (make sure the message is clear that these will be educational forums)

To Update the ASC Charter and Bylaws

* Take into account the University reorganization
* Take into account the Administrative Staff Compensation (Mercer) Plan
* Should our Handbook, Charter, and Bylaws be part of the University Charter?
* Consider a smaller Council
* Divide Academic Affairs
* Require ASC Representatives to be on a standing committee
* Take into account a revised grievance process
* Take into account the Performance-Based Merit System and Performance Appraisal Process

To Analyze Administrative Staff Teaching Part-Time

* Analysis from college to college
* Collect former data (Ann Bowers will check the ASC archives)
* Include UNIV 100 and seminars (e.g. University Computer Services) in compensation

To Develop an ASC Web Presence

* Place the key elements of the ASC Orientation Handbook onto the web
* Use the web as another mechanism for distributing minutes
* Use the web for important "New Flashes" regarding ASC matters

To Make Appropriate Recommendations Regarding Salary Matters Pertaining to Administrative Staff

* Secure a competitive salary and benefits package
* Review gender and/or other equities and make appropriate
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modifications to individuals' salaries
* Examine employees, and appropriate adjustment in salaries, who have been at the University but are still near the bottom of their grade/ranges
* Develop a method for equitably dealing with individuals over the maximum
* Develop a mechanism for placement and progression through a grade/range
(including movement to the midpoint in a timely manner)
* Fair use of merit based upon performance
* Salary comparison of part-time personnel who are not employed by the University but teach here

To Increase University Enrollments by Collaboratively Working with Other Groups on Campus

* Work with Human Resources and the Classified Staff Council in creating a bundle of courses for staff members to take

To Develop Ways to Recognize Administrative Staff for Their Achievements

* Create numerous awards and special recognition avenues

**********************************************************************************************************************************************

Duane E. Whitmire, Ph.D.
Computer Help Center Analyst
Bowling Green State University
E-Mail: whitmire@bgnet.bgsu.edu
Phone: 419-372-2927
We are a team of professionals, committed to customer satisfaction, dedicated to prompt, courteous delivery of quality service and support.
"Bringing the Magic of Customer Service to BGSU"
**********************************************************************************************************************************************

Printed for Judy Donald <judyd@bgnet.bgsu.edu>
FROM: "POSTMASTER." <POSTMASTER@RADAR.BGSU.EDU>
SUBJECT: ASC Summer 97 Work of Your Ex
DATE: 25 AUG 1997 16:59 UT
TO: <JUDY@BGNET.BGSU.EDU>
X-ALSO-TO: <ASC-REPS@RADAR.BGSU.EDU>

MESSAGE ID: X7237166938 WASFORWARDED BY POSTMASTER@PROD
ORIGINAL SENDER: ASC-REPS @BGSU

Received: from bgnet0.bgsu.edu by CPYB.GS.BGSU.EDU (PMDF V5.1-7 #20509)
with ESMTF id <01IMV3NH906000CGV000PIE.BGSU.EDU> for
jdonald@RADAR.BGSU.EDU;
Mon, 25 Aug 1997 16:45:09 EST
Received: from listproc.bgsu.edu (bgnet0.bgsu.edu 129.1.2.15)
by bgnet0.bgsu.edu (8.8.5/8.8.5) with SMTP id QAA03789;
Received: from 129.1.3.46 (helpmac.bgsu.edu 129.1.3.46)
by bgnet0.bgsu.edu (8.8.5/8.8.5) with ESMTF id QAA12298 for
<asc-reps@listproc.bgsu.edu>; Mon, 25 Aug 1997 16:44:50
-0400 (EDT)
Date: Mon, 25 Aug 1997 16:44:49 -0500
From: Duane Whitmire <whitmire@bgnet.BGSU.EDU>
Subject: ASC Summer 97 Work of Your Executive Committee and
Recommended ASC
1997-98 Goals
Sender: owner-asc-reps@listproc.BGSU.EDU
X-Sender: whitmire@mailbox.bgsu.edu
To: ASC-REPS <asc-reps@listproc.BGSU.EDU>
Reply-to: asc-reps@listproc.BGSU.EDU
Message-id: <1997072804502770cb51a30 129.1.3.46>
MIME-version: 1.0
Content-type: text/plain; charset="us-ascii"
Precedence: bulk
X-Listprocessor-version: 8.0 -- ListProcessor(tm) by CREN

As you may know, your ASC Executive Committee has been hard
at work this
summer laying the groundwork for a productive and successful
1997-98 year
for all administrative staff (please see the list below and

Printed for Judy Donald <judyd@bgnet.bgsu.edu>
be advised that
handouts on all of these items will be given out at the
September 4th ASC
meeting).

* All standing committees have been formed
* All committee chairs have been identified
* General charges have been given to all standing committees
* An ASC theme for 1997-98 has been selected
* A meeting with Former ASC Chairs was held
* The ASC Constituent Network list has been updated
* Plans for the ASC Fall Reception have been made
* And a number of other items have been accomplished by your
Executive
Committee this summer

One of the other items accomplished this summer was the
creation of
Recommended ASC 1997-98 Goals (see below) which we are
sharing with you at
this point in time for your review. We will discuss these at
the September
4th ASC meeting. If you need any additional information,
please feel free
to contact me.

Recommended Administrative Staff Council 1997-98 Goals

To Implement the Administrative Staff Compensation (Mercer)
Plan

* establish and follow a specified time frame for
implementation
* resolve any positions that were not part of the original
process
* reach closure on any appeals not resolved

Printed for Judy Donald <judyd@bgnet.bgsu.edu> 2
* develop a mechanism for placement and progression through a grade/range
  (including movement to the midpoint in a timely manner)
* review the grievance process, because there is none currently
* obtain a copy of a listing of all administrative staff and their rankings as well as those who are exempt
* hold a Mercer Summit to update everyone on the current status of Mercer implementation
* resolve the "perceived" lack of hiring procedures
* review internal promotion procedures as related to the Administrative Staff Compensation (Mercer) Plan
* re-emphasize succession planning
* reorganization vs. promotion

To Raise the ASC Student Scholarship Fund by At Least $10,000

* Former Chairs, Executive Committee, Council, Entire Staff
* Golf Outing (are there too many?)
* Work Day at Cedar Point
* Paid Time Off
* Matching dollars coming from the University Advancement area
* Establish and advertise a long-range goal
* Auction "services" that administrative staff could provide

To Implement the Performance-Based Merit System and Performance Appraisal Process

* Qualitative vs. Quantitative (Firelands approach)
* Monitoring of supervisors performance
* Are merit/appraisal linked? (i.e. clarification of performance and merit)
* Consistent use of the Performance Appraisal Form (PAF) throughout the total group

To Hold Educational Forum(s) on Collective Bargaining
* Include all employee groups
* Positive and proactive (make sure the message is clear that these will be educational forums)

To Update the ASC Charter and Bylaws

* Take into account the University reorganization
* Take into account the Administrative Staff Compensation (Mercer) Plan
* Should our Handbook, Charter, and Bylaws be part of the University Charter?
* Consider a smaller Council
* Divide Academic Affairs
* Require ASC Representatives to be on a standing committee
* Take into account a revised grievance process
* Take into account the Performance-Based Merit System and Performance Appraisal Process

To Analyze Administrative Staff Teaching Part-Time

* Analysis from college to college
* Collect former data (Ann Bowers will check the ASC archives)
* Include UNIV 100 and seminars (e.g. University Computer Services) in compensation

To Develop an ASC Web Presence

* Place the key elements of the ASC Orientation Handbook onto the web
* Use the web as another mechanism for distributing minutes
* Use the web for important "New Flashes" regarding ASC matters

To Make Appropriate Recommendations Regarding Salary Matters Pertaining to Administrative Staff

* Secure a competitive salary and benefits package
* Review gender and/or other equities and make appropriate
**POSTMASTER, ASC Summer 97 Work of Your Ex**

<table>
<thead>
<tr>
<th>Modifications to individuals' salaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>* Examine employees, and appropriate adjustment in salaries, who have been at the University but are still near the bottom of their grade/ranges</td>
</tr>
<tr>
<td>* Develop a method for equitably dealing with individuals over the maximum</td>
</tr>
<tr>
<td>* Develop a mechanism for placement and progression through a grade/range (including movement to the midpoint in a timely manner)</td>
</tr>
<tr>
<td>* Fair use of merit based upon performance</td>
</tr>
<tr>
<td>* Salary comparison of part-time personnel who are not employed by the University but teach here</td>
</tr>
</tbody>
</table>

To Increase University Enrollments by Collaboratively Working with Other Groups on Campus

| * Work with Human Resources and the Classified Staff Council in creating a bundle of courses for staff members to take |

To Develop Ways to Recognize Administrative Staff for Their Achievements

| * Create numerous awards and special recognition avenues |

****************************
Duane E. Whitmire, Ph.D.
Computer Help Center Analyst
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Phone: 419-372-2927
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****************************

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*Printed for Judy Donald <judyd@bgnet.bgsu.edu>*
August 29, 1997

MEMORANDUM

TO: Jahi Gye’Nyame

FROM: Judy Donald

SUBJ: Administrative Staff Council

Thank you again for agreeing to complete the term of Jeanne Wright. Your term will expire in 1999. Enclosed is the agenda for the September meeting along with the minutes of the June meeting for your review. I have also requested that an orientation manual for ASC members be sent to you which you should be receiving shortly.

We look forward to having you on ASC. See you at the September meeting. If you have any questions/concerns, please feel free to contact me.

Thank you.

Enc.
Administrative Staff Council
Fall Reception Speeches

Welcome

Before we start the festivities, let's put "Students First" by having a moment of silence for Aaron Lawniczak who would have been a freshmen at the University but died in a recent car accident. Thank you. I have Aaron's girlfriend in class this semester, and I know she appreciates everyone's concern.

Let me start with a few initial thank you's to the people who put today's Fall Reception together. I would like to thank Judy Donald, the Secretary of ASC for getting the invitation an program together. Also, thanks to Deb Boyce, Vice Chair of ASC for making the arrangements for food, and music. And, thanks to Bonita Sanders-Bembry and the External Affairs committee for their contributions to today's activities.

Although it will be a very brief overview, I would like to share the Draft of the 10 Recommended ASC Goals for 1997-98 (HANDOUTS OF THE GOALS, STANDING COMMITTEES AND CHAIRS, AND A LIST OF YOUR 1997-98 ASC COUNCIL ARE AVAILABLE). The goals will be discussed and hopefully finalized at our October 2nd ASC meeting that Del Latta, Chair of the Board of Trustees and Mike Marsh, the Vice Chair of the Board will be attending.

To Implement the Administrative Staff Compensation (Mercer) Plan
To Raise the ASC Student Scholarship Fund by At Least $10,000
To Implement the Performance-Based Merit System and Performance Appraisal Process
To Hold Educational Forum(s) on Collective Bargaining
To Update the Charter and Bylaws
To Analyze Administrative Staff Teaching Part-Time
To Develop an ASC Web Presence
To Make Appropriate Recommendations Regarding Salary Matters Pertaining to Administrative Staff
To Increase University Enrollments by Collaboratively Working with Other Groups on Campus
To Develop Ways to Recognize Administrative Staff for their Achievements

Through these goals, through the work of our Standing Committees (INTRODUCE ALL 10 CHAIRS OF STANDING COMMITTEES), and through the work of your Executive Committee (INTRODUCE ALL 10 EXECUTIVE COMMITTEE MEMBERS), I really believe that we can make the University not only a stronger community in which to work, but also a better community in which students can live and learn. All employees must never forget our common bond - STUDENTS.

I would also like to thank each and every one of you who has taken the time to join your colleagues today. As I mentioned at the Board of Trustees
meeting yesterday, one of the best books I have read in the last 20 years makes a very good point that applies to administrative staff. The point is: “EVERYONE MAKES A DIFFERENCE”. There are 493 administrative staff employees that MAKE A DIFFERENCE EVERY DAY ON THIS CAMPUS.

One person that is beginning to realize the importance of administrative staff to the functioning of this campus (IF FOR NO OTHER REASON, WE WILL NEVER LET HIM FORGET IT) is Chuck Middleton. Seriously, Chuck has been very open to all topics of discussion as YOUR ASC Leadership Team (myself, Deb Boyce as Vice Chair and Judy Donald as Secretary) attempt to represent all of you in the best way possible. If you don't already know, Chuck was the first contributor to the ASC Student Scholarship Fund getting us to 10% of our $10,000 goal in the “Year of Matching Dollars”. Chuck has a few thoughts to share with administrative staff as we kick-off the 1997-98 academic year.

**Recognition of Past Chair, Joan Morgan**

This summer there was a meeting of Former ASC Chairs and the Executive Committee. As a matter of fact, would any Former ASC Chairs stand for a moment of recognition. Thanks. The meeting with Former Chairs, coupled with the actual role of being ASC Chair the last 3 months, has really enabled me to appreciate the work, time, and effort that Chairs of ASC put forth in representing all administrative staff on campus.

As all of you know, the Past Chair of ASC is Joan Morgan. I had the privilege of attending numerous meetings with Joan last year in my role as Vice Chair of ASC. Whether Joan was representing administrative staff at a Board of Trustees meeting or a small gathering, she always represented administrative staff with class and dignity. The plaque she is receiving today states: Joan Morgan Chairperson In Appreciation of Service to the Administrative Staff Council 1996-1997. Thanks again Joan for a job that was MORE THAN WELL DONE!

**Closing**

Congratulations to Tom Glick, our 1997 Ferrari Award Winner; Joan Morgan, our Past Chair; Jodi Webb, our Past Secretary, and Kimberly Meenach and Kristin Greifarth, our ASC Student Scholarship recipients.

I would like to close our Fall Receptions with a thought that I was able to share with the Board of Trustees yesterday. At the end of the ASC Chair Report to the Board, I stated that there are a number of administrative staff members who put “Students First” on a daily basis in their jobs. I would add one addendum to Sidney’s call for putting “Student Firsts”. Namely, I would submit that if ALL OF THE 2000+ EMPLOYEES AT BGSU TRULY PUT “Students First”, BOWLING GREEN STATE UNIVERSITY WILL BE SECOND TO NONE. Thanks for coming!
Administrative Staff Council

Fall 1997 Reception

Wednesday, September 10, 1997
3:00-5:00 p.m.
Mileti Alumni Center

Please join your administrative staff colleagues at our fall gathering

Presentation of the 1997 Michael R. Ferrari Award- 4 p.m.

Recognition of past chair and secretary
Recognition of ASC scholarship recipients

Refreshments will be served

Administrative Staff Council

Fall 1997 Reception

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Refreshments will be served
FROM: "POSTMASTER" <POSTMASTER@RADAR.BGSU.EDU>
SUBJECT: Administrative Staff Council
DATE: 09 SEP 1997 15:23 UT
TO: <JUDYD@BGNET.BGSU.EDU>
X-ALSO-TO: <ASC@RADAR.BGSU.EDU>

DATE: 09 SEP 1997 15:23 UT

MESSAGE ID: XM252152316 WAS FORWARDED BY POSTMASTER@FPROD
ORIGINAL SENDER: ASC@BGSU

Received: from TRAPPER by trapper.bgsu.edu (Mailer R2.08) with SMTP id 6020;
  Thu, 09 Sep 97 15:23:32 EDT
Received: from bgnet0.bgsu.edu by trapper.bgsu.edu (IBM VM SMTP V2R3) with TCP;
  Thu, 09 Sep 97 15:23:31 EDT
Received: from listproc.bgsu.edu (bgnet0.bgsu.edu 129.1.2.15 )
  by bgnet0.bgsu.edu (8.8.5/8.8.5) with SMTP id FAA25482;
  Thu, 9 Sep 1997 15:24:11 -0400 (EDT)
Received: from 129.1.3.46 (helpmac.bgsu.edu 129.1.3.46 )
  by bgnet0.bgsu.edu (8.8.5/8.8.5) with ESMTF id FAA24434
  for <asc@listproc.bgsu.edu>; Tue, 9 Sep 1997 15:22:40 -0400
  (EDT)
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Date: Tue, 9 Sep 1997 15:22:55 -0500
Reply-To: asc@listproc.bgsu.edu
Sender: owner-asc@listproc.bgsu.edu
Precedence: bulk
From: Duane Whitmire <whitmire@bgnet.bgsu.edu>
To: Administrative Staff Members <asc@listproc.bgsu.edu>
Subject: Administrative Staff Council Fall Reception - A Reminder
Mime-Version: 1.0
Content-Type: text/plain; charset="us-ascii"
X-Sender: whitmire@mailbox.bgsu.edu
X-Listprocessor-Version: 3.0 -- ListProcessor(tm) by CREN

Don't forget that the Administrative Staff Fall Reception will be held
tomorrow, September 10th from 3:00-5:00p.m. in the Mileti Alumni Center.
Refreshments will be served, and the 1997 Michael R. Ferrari Award will be
POSTMASTER, Administrative Staff Council

presented. Also, please come to celebrate the recognition of the past chair and secretary as well as the ASC scholarship recipients.

As you may know, the ASC theme for this year is Action & Success thru Collaboration. Plan to join us tomorrow as we kick-off the 1997-98 academic year for all administrative staff.

Duane E. Whitmire, Ph.D.
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Printed for Judy Donald <judyd@bgnet.bgsu.edu>
ADMINISTRATIVE STAFF FALL RECEPTION

September 10, 1997
3:00-5:00 P.M.
Mileti Alumni Center

Refreshments

Welcome - Duane Whitmire, 97-98 Chair, ASC

Comments - Charles Middleton, Provost

Recognitions
Joan Morgan, Past Chair - Presented by Duane Whitmire
Jodi Webb, Past Secretary - Presented by Judy Donald
Recipients ASC Scholarship - Presented by Penny Nemitz
  Kimberly Meenach
  Kristin Grefrath

1997 Michael R. Ferrari Award Recipient - Presented by Bob Waddle

Closing by Duane Whitmire
Fall Reception Invited Guests:

All Administrative Staff - received labels from Marcia Buckenmyer, Human Resources

Others included:

Dr. Chuck Middleton, Provost/Vice President
Dr. Sidney Ribeau, President
Dr. Chris Dalton, Vice President
Dr. Steven Richardson
Dr. Mark Gromko, Vice Provost
Bob Holmes, Chair, Faculty Senate
Veronica Gold, Vice Chair, Faculty Senate
Judy Adams, Secretary, Faculty Senate
Faith Olson, Chair, Classified Staff Council
Jay Samelak, Vice Chair, Classified Staff Council
Nancy Frey, Co-Secretary, Classified Staff Council
Susan Frost, Co-Secretary, Classified Staff Council
Mr. Delbert Latta, Chair, BGSU Board of Trustees
Mr. Michael Marsh, Chair, BGSU Board of Trustees
Administrative Staff Council

Fall 1997 Reception

Wednesday, September 10, 1997

3:00-5:00 p.m.

Mileti Alumni Center

Please join your administrative staff colleagues at our fall gathering

Presentation of the 1997 Michael R. Ferrari Award- 4 p.m.

Recognition of past chair and secretary
Recognition of ASC scholarship recipients

Refreshments will be served
September 15, 1997

To: President Ribeau  
From: Jane Schimpf, Chair, ASC Awards & Special Recognitions Committee  
Duane Whitmire, Ph. D., Chair of ASC  
RE: Awards for Administrative Staff Members

Recently you announced three new awards for Faculty members, the Presidential Academic Advising Award, the Excellence in Teaching & Learning Award and the Innovative Basic Research Award. While we applaud these additional recognitions for performance we want to express a "me too" request.

493 Administrative Staff members work year round to make BGSU a premier institution. At this time there is only one award available to this group—the Ferrari Award which recognizes exceptional performance with emphasis on the human dimension. While we wish to maintain the 'Ferrari' as the premier award for administrative staff, we have a goal this year to develop three new awards to recognize Administrative Staff achievements. Criteria for these awards will be based on contributing to BGSU's vision, core values and priorities.

First, would you share with us any suggestions you might have for Administrative Staff awards and their criteria? A subcommittee is meeting on September 23 to draft possible awards based on a recent brainstorming session by the committee and feedback from staff. Secondly, would you consider providing any monetary incentives to include with the awards?

We believe that individuals respond to recognition and look forward to your response. Thank you.

xc: D. Boyce, Vice Chair  
  J. Donald, Secretary  
  S. MacNevin
Please be advised that the ASC 1997-98 Scholarship Committee has been formed, and I am pleased that Carmen Castro-Rivera has agreed to Chair the committee. I also appreciate everyone else who has volunteered their time to serve on this committee. Other members include:

Lynne Blum, an At-large volunteer from Academic Affairs (Photochemical Sciences)
lflynn@bgnet.bgsu.edu

Deb Freyman, an At-large volunteer from Academic Affairs (Biological Sciences)
dfreyman@opie.bgsu.edu

Sue Perkins, an ASC Representative volunteer from Student Affairs (Health Services)
372-7437
874-5769 (H)
no e-mail address

Cindy Puffer, an ASC Representative volunteer from Student Affairs (Health Services)
cpuffer@bgnet.bgsu.edu

Sally Raymond, an At-large volunteer from Academic Affairs (International Programs)
sallyr@bgnet.bgsu.edu

Laura Waggoner, an ASC Representative volunteer from Academic Affairs (Registration & Records)
Carmen Castro-River, 10:58 AM 9/26/97, ASC 1997-98 Scholarship Co

lwaggon@bgnet.bgsu.edu

Jodi Webb, an ASC Representative volunteer from Student Affairs (First Year Experience Program)
jwebb@bgnet.bgsu.edu

Deb Wells, an ASC Representative volunteer from Academic Affairs (Computer Services)
wells@bgnet.bgsu.edu

Sabrina White, an At-large volunteer from Academic Affairs (College of Business Administration)
sabinw@bgnet.bgsu.edu

The charge of the Scholarship Committee is to administer all aspects of the administrative staff student scholarship program including advertising, selection and presentation of the scholarship. As part of this charge, please develop "creative imaginings" to create numerous fund raising avenues whereby administrative staff can contribute to our student scholarship fund. As you may know, this is the "Year of the Matching Dollar", and all of your efforts will "double in value". As Administrative Staff Council develops goals for 1997-98, I will attempt to communicate any additional items that fall within the charge of the Scholarship committee.

It is my hope that you can meet during the month of August, or early in the academic year, to lay the groundwork for the work of your committee during 1997-98; and I would be glad to attend your first meeting if you so desire.
Carmen Castro-Rivera, 10:58 AM 9/26/97, ASC 1997-98 Scholarship Co

I look forward to working with Carmen and all of you in representing administrative staff, and promoting their welfare, in the best way possible. Together, we can help make the University not only a stronger community in which to work but also a better community in which students can live and learn.

Duane E. Whitmire, Ph.D.
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Phone: 419-372-2927

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Carmen Castro-Rivera
Assistant Director of Undergraduate Studies in Business
College of Business Administration
Bowling Green State University
Phone: (419) 372-2747
Fax: (419) 372-2875
Bowling Green, OH 43403
E-mail: ccastro@cba.bgsu.edu
POSTMASTER, Personnel Welfare

FROM: "POSTMASTER" <POSTMASTER@RADAR.BGSU.EDU>
SUBJECT: Personnel Welfare
DATE: 30 SEP 1997 10:02 UT
TO: <JUDYD@BGSU.BGSU.EDU>
X-ALSO-TO: <ASC@RADAR.BGSU.EDU>

>MESSAGE ID: X7273100259 WAS FORWARD BY POSTMASTER@BGSU
>ORIGINAL SENDER: ASC BGSU

>Received: from TRAPPER by trapper.bgsu.edu (Mailar RC.08) with ESMTP id 0992;
> Tue, 30 Sep 97 10:03:36 EDT
>Received: from bgnet0.bgsu.edu by trapper.bgsu.edu (IBM VM SMTP V2R3) with TCP;
> Tue, 30 Sep 97 10:03:36 EDT
>Received: from listproc.bgsu.edu (bgnet0.bgsu.edu 129.1.2.15 )
> by bgnet0.bgsu.edu (8.8.5/8.8.5) with SMTP id KAA12641;
> Tue, 30 Sep 97 10:04:21 -0400 (EDT)
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> by bgnet0.bgsu.edu (8.8.5/8.8.5) with ESMTP id KAA08493
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>Reply-To: asc@listproc.bgsu.edu
>Sender: owner-asc@listproc.bgsu.edu
>Precedence: bulk
>From: Pat Green <pgreen@bgnet.bgsu.edu>
>To: Administrative Staff Members <asc@listproc.bgsu.edu>
>Subject: Personnel Welfare
>Mime-Version: 1.0
>Content-Type: text/plain; charset=us-ascii
>X-Sender: pgreen@mailbox.bgsu.edu
>X-Listprocessor-Version: 8.0 -- ListProcessor(tm) by CREN

The Personnel Welfare Committee has identified the following areas this year to address in order to get our handbook up to date particularly in light of our compensation plan and the many discrepancies that currently exist:

Printed for Judy Donald <judyd@bgnet.bgsu.edu>
1. Develop a mechanism for placement and progression through a salary range
   - review gender and any/other inequities and recommend appropriate modifications
   - examine employees positions in salary range and recommend appropriate action for those low in range based on years of service

2. Review and rewrite entire grievance policy including not being able to grieve for termination

3. Work to resolve lack of hiring procedures

4. Review and recommend policy and procedures for next steps in the implementation of compensation plan
   - internal promotion
   - reorganization
   - consideration of internal candidates
   - timely process for position audits, review etc.
   - appeal of audits
   - any other policies and procedures not acted upon in past

5. Review handbook for discrepancies in policies and review policies and benefits similar to other constituent groups.

6. Clarify merit and performance

7. Fee waivers after retirement

8. Amount of sick pay at retirement
POSTMASTER, Personnel Welfare

The committee is interested in hearing from administrative staff about any other areas that we have not identified for our committee work this year.

Please e-mail me directly with your suggestions, and I will pass them along to the committee.

Thanks.

Pat

Pat Green
Administrative Director
Center for Photochemical Sciences
Bowling Green State University
Bowling Green, Ohio 43403
Phone: 419-372-6008
Fax: 419-372-6069
e-mail: pgreen@bgnet.bgsu.edu
http://www.bgsu.edu/Departments/photochem
Bonita et all.

I have place the index.html page at:

http://www.bgsu.edu/organizations/asc/

The meeting link is still "under construction but I got some of the formatting set. If you like the format I will continue building the other minutes to same way. I won't go back any further than this year unless you really really want it. Also take a look at the infernal affairs description. If I need to change it send me the text and I'll replace what is there.

Thanks

Calvin

The ASC web presence is looking great. If you get the opportunity to add Dr. or Ph.D. to my name on the Welcome page, it would be appreciated. This is NOT an ego thing for me, it just seems necessary with some of my dealings with a faculty senate officer this year.

I assume that since the meeting section is "under construction" the order from September to May will eventually become clear. As far as the format
goes, it appears quite logical. When you feel comfortable with the Meetings pages, we may indeed want to post a message to the entire ASC listproc so everyone who has web access is aware of the entire ASC web presence.

In terms of the Internal Affairs description, it is my understanding that ASC approved the appointment of an Internal Affairs Officer at the last meeting. This person would be responsible for maintaining the ASC Constituent Network List, the ASC listproc, and monitoring the attendance policy associated with being an ASC representative.

If you need any additional information, please feel free to contact me.

Again, thanks for all of the hard work on this project!

******************************************************************************
Duane E. Whitmire, Ph.D.
Computer Help Center Analyst
Bowling Green State University
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Phone: 419-372-2927
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******************************************************************************
TO: ASC Leadership Team
   Duane Whitmire
   Deborah Boyce
   Judy Donald

FROM: Rebecca C. Ferguson

DATE: October 7, 1997

RE: Draft Memo

Attached you will find a copy of the draft memo to all administrative staff. Also, two of the three attachments for the memo. Karen is working on down loading the information from AMS into an Excel format. We are having some challenges on conversion.

We are shooting to take the memo and attachments to the print by the 20th, if we can get it there sooner we will. I would appreciate receiving your feed back by the 15th. I know you all and the members of the administrative staff have been waiting for this information for over a year - but if you have concerns please let me know. Thank you all for your patience.
Draft

TO: All Administrative Staff
FROM: Rebecca C. Ferguson, Assistant Provost
       Human Resources
DATE: October 2, 1997
RE: Administrative Staff Pay Grades

At the request of the Administrative Staff Council our office has compiled a list of all administrative staff positions and their pay grades. Attached you will find the following information:

- The Administrative Staff Compensation Plan: Related Policies, approved by the Board of Trustees on September 13, 1996.
- The 1997/98 Administrative Pay Grades. The ranges have been adjusted 2% upward in accordance with point number 9 of the Administrative Staff Compensation Plan.
- A listing of all administrative positions by pay grade. This information reflects all positions entered into the human resource information system as of [date].

As our office moves towards establishing a web page, it is our long-range goal to have this information accessible via computer. Until that time, this information will be provided to the Administrative Staff Council Leadership on an annual basis. Our office will provide the information in the fall of each year after all contracts for the fiscal year have been loaded into the human resource information system. Further, this information will be made available for review within the Human Resource office and will be placed on reserve in the Jerome Library.

Should you have any questions regarding the attached information, please contact our office at 372-2259 or via e-mail at fergusb@bgsu.edu.

cc: Members of the Cabinet
    File
ADMINISTRATIVE STAFF COMPENSATION PLAN: RELATED POLICIES

1. Administrative staff members whose salaries are below minimum for grade will have their salaries brought up to minimum. The process by which that will be done is as follows.

   (a) 1995-96 salaries for all individuals below the minimum for grade, based on the 1995-96 salary table, will be adjusted upward to the minimum, retroactive from January 1, 1996. Salary raises for 1996-97 will then be recalculated and moved upward, based on the adjusted '95-'96 salary.

   (b) A second salary table, time-adjusted for 1996-97, has now been constructed, based on recommendations from Mercer Inc. Individuals whose '96-'97 salaries are still below minimum for grade on this new table will be brought up to the grade minimum, retroactive from July 1, 1996.

2. In general, Position Request and Authorization forms for administrative staff new hires will specify salaries with a range from the grade minimum to the midpoint. Listing a salary level higher than the midpoint for grade will require prior approval by the area vice president, after consultation with the offices of Human Resources and Affirmative Action.

3. In the event that a higher grade placement for an administrative staff member results from a revised position analysis, that person is guaranteed at least a 5% increase in salary OR the minimum salary for the new grade, whichever is greater.

4. If an administrative staff member is promoted to a different position in a higher grade, that person is guaranteed at least a 5% increase in salary OR the minimum salary for the new grade, whichever is greater.

5. When an administrative staff member is assigned to a position in a higher grade on an interim/temporary/acting basis, the following salary adjustment policy will apply. If the person's service in the new position is longer than 30 calendar days, s/he will receive a premium for the time served equal to at least a 5% increase in salary OR the minimum salary for the new grade, whichever is greater.

6. In cases where an administrative staff member is demoted to a position in a lower grade, the person's salary will be lowered to a level in the new grade equivalent to his/her level in the original one.

7. In cases where an administrative staff member is transferred, in a lateral move, to another position at the same grade level and requiring approximately the same degree of skill, effort and responsibility, normally the individual's salary will not be adjusted.

8. A special market premium may be established for a particular job title when market conditions exist causing excessive turnover, when a salary level midpoint is well below market average for the job and/or when there is a failure of a current salary range to attract qualified candidates.

9. Beginning in 1997-98, the ranges for each grade will be adjusted in a three-year, recurring cycle. In the first two years of each cycle, the ranges for each grade will move up annually by an amount which is 1% less than the average salary increment paid to administrative staff that year. Every third year, beginning with 1999-2000, the University will conduct a reevaluation of the ranges in light of current market conditions, as well as other relevant factors, and adjust the ranges in light of that reevaluation.

10. BGSU will enforce salary maximums for all administrative staff positions, but it will exempt from the caps for a period of three years those administrative staff employees whose salaries are already above the maximums for their grades. Effective July 1, 2000, the salaries of any staff members still above their maximums will be frozen until such time as those salaries are within range. If at any time during the three years a staff member's salary should fall within range, the exemption ceases to apply to that individual and the maximum will be enforced.

Approved by the Board of Trustees
September 13, 1996
<table>
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</table>

* Less Coaches, Equipment, Trainer Staff
FROM: "POSTMASTER" <POSTMASTER@RADAR.BGSU.EDU>
SUBJECT: Seeking Advice and Feedback o
DATE: 10 OCT 1997 15:54 UT
TO: <JUDY@BGSU.EDU>
X-ALSO-TO: <ASC@RADAR.BGSU.EDU>

MESSAGE ID: X728315540C WAS FORWARDED BY POSTMASTER@PROD
ORIGINAL SENDER: ASC @BGSU

Received: from TRAPPER by trapper.bgsu.edu (Mailer P2.08)
with ESMTP id 0752;
Fri, 10 Oct 97 15:54:40 EDT
Received: from bgnet0.bgsu.edu by trapper.bgsu.edu (IEM VM
SMTP V2R3) with TCP;
Fri, 10 Oct 97 15:54:39 EDT
Received: from listproc.bgsu.edu (bgnet0.bgsu.edu
129.1.2.15 )
by bgnet0.bgsu.edu (8.8.5/8.8.5) with SMTP id FAA24401;
Fri, 10 Oct 1997 15:55:25 -0400 (EDT)
Received: from 129.1.3.46 (helpmac.bgsu.edu 129.1.3.46 )
by bgnet0.bgsu.edu (8.8.5/8.8.5) with ESMTP id FAA14937
for <asc@listproc.bgsu.edu>; Fri, 10 Oct 1997 15:55:19
-0400 (EDT)
Message-Id: <1997102817b06445f1168d8 129.1.3.46 >
Date: Fri, 10 Oct 1997 15:55:37 -0500
Reply-To: asc@listproc.bgsu.edu
Sender: owner-asc@listproc.bgsu.edu
Precedence: bulk
From: Duane Whitmire <whitmire@bgnet.bgsu.edu>
To: Administrative Staff Members <asc@listproc.bgsu.edu>
Subject: Seeking Advice and Feedback on the Topics of Flex
Time, Summer
Hours, and Year Round Operation
MIME-Version: 1.0
Content-Type: text/plain; charset="us-ascii"
X-Sender: whitmire@mailbox.bgsu.edu
X-Listprocessor-Version: 0.9 -- ListProcessor(tm) by CREN

Please be advised that Administrative Staff Council is
seeking your advice
and feedback on the topics of Flex Time, Summer Hours, and
Year Round
Operation. The comments we receive will be used for

Printed for Judy Donald <judyd@bgnet.bgsu.edu>
discussion at the next
ASC meeting on November 6th. The goal is to develop a
win-win situation
where service can be provided when needed and employees can
have
flexibility in their work schedules. Thank you, in advance,
for any
"creative imaginings" you can provide.

Please use the following scale to respond to the three
statements below.

SA = Strongly Agree
A = Agree
U = Undecided
D = Disagree
SD = Strongly Disagree

1. Flex Time should be defined and utilized at the
   University.

2. Summer Hours should be continued at BGSU.

3. Hours of Operation throughout the year should be expanded.

Please give us your thoughts by responding to the questions
below.

4. What is the best way to incorporate flex time into the
   University while
   maintaining or expanding service to students and others?

5. How can Summer Hours be continued while maintaining or
   expanding service
   to students and others?

6. What is the best way to expand Hours of Operation
   throughout the year
   and provide employees flex time as well?

If you would like your responses viewed by all on the ASC
listserv, make
sure the following appears on the To: line.

Printed for Judy Donald <judyd@bgnet.bgsu.edu>
POSTMASTER, Seeking Advice and Feedback

gasc@listproc.bgsu.edu

If you would like your responses viewed only by myself, make sure the following appears on the To: line
whitmire@bgnet.bgsu.edu

******************************************************************************
Duane E. Whitmire, Ph.D.
Computer Help Center Analyst
Bowling Green State University
E-Mail: whitmire@bgnet.bgsu.edu
Phone: 419-372-2927
We are a team of professionals, committed to customer satisfaction, dedicated to prompt, courteous delivery of quality service and support.
"Bringing the Magic of Customer Service to BGSU"
******************************************************************************

Printed for Judy Donald <judyd@bgnet.bgsu.edu>
Draft Memo Regarding Administrative Pay Grades

Update on Enrollment Initiative - ASC, CSC, HR

Clarification of DOL impact on ASC Study and Recommendations Regarding Progression Through a Grade

Status of Paid Time Off Usage to Augment the ASC Student Scholarship Fund

Collaborative Work of ASC-PWC and HR

Good Initial Steps in Dealing with the "Perceived Lack of Hiring Procedures"

Summer 1993 Hours - No Classes by the Faculty?

Status of Two Outstanding Administrative Staff Appeals?

Three year commitment to one year contracts for new faculty?

How to communicate "Baby Steps" that have been taken of a positive nature on behalf of administrative staff

Other Agenda Items?
I. 10/6/97 Memo Regarding Administrative Staff Handbook Changes for 1997-98 - Procedure to be Used? (B)

II. Draft Memo Regarding Administrative Pay Grades (B & C)

III. Clarification of DOL impact on ASC Study and Recommendations Regarding Progression Through a Grade (B & C)

IV. Collaborative Work of ASC-PWC and HR (B & C)

V. Good Initial Steps in Dealing with the “Perceived Lack of Hiring Procedures” (B & C)

VI. Status of Two Outstanding Administrative Staff Appeals? (B & C)

VII. How to communicate “Baby Steps” that have been taken of a positive nature on behalf of administrative staff (B & C)

VIII. Other Agenda Items?
1. Prepare job description.

2. Confirm the need and funding for the position with the contracting officer.

3. Have the job description reviewed by the Office of Human Resources (HR) to ensure position is an administrative staff position and if so, to establish the pay grade level.

4. Complete Position Opening Request and Authorization (PORA) and ad copy.

5. Route POBA, ad copy and position description through contracting officer and/or Vice President for authorization. NOTE: New positions also required presidential approval.

6. After the Office of Affirmative Action reviews and approves, the Office of Human Resources will establish the posting period.

7. Recruitment begins. Search/Screening Committee training must be scheduled with the Office of Affirmative Action and/or the Office of Human Resources.

8. Posting deadline closes. The Office of Human Resources contacts the committee chair to pick-up credentials and begin review.

9. Once credentials are reviewed, the committee will prepare a memorandum recommending the candidates it proposes to bring in for a formal interview and forward the memo and resumes to the hiring official.

10. Once the hiring official has reviewed and approved the recommendations for interviews, the credentials and interview memorandum will be forwarded to the Office of Affirmative Action for review. A copy will be sent to the Office of Human Resources. The Office of Human Resources will forward the specific applicant flow roster to the Office of Affirmative Action.

11. After approving candidates for interviews, The Office of Affirmative Action will return the credentials to the committee to schedule interviews. (OPTIONAL) The Office of Human Resources may send letters of non-selection to candidates who are no longer in consideration.

12. Interviews are scheduled and conducted by the hiring department. The Office of Human Resources is provided a copy of the interview schedule.
13. The committee forwards a memorandum to hiring official, listing the strengths and weaknesses of the interviewed candidates and a chronological list of search events. Copies are sent to the Office of Human Resources.

14. Hiring official makes selection, after consultation with the contracting officer, and contacts the Office of Human Resources to begin the Appointment Activity Record (AAR).

15. Hiring official routes the AAR, strengths/weaknesses memo, and the chronological sequence of search events, to the contracting officer for authorization. The contracting officer forwards the AAR to the Office of Affirmative Action.

16. The Office of Affirmative Action reviews the hiring process and distributes copies of the AAR. Once received by the Office of Human Resources the hiring official is notified that an offer of employment may be extended.

17. Hiring Department and/or contracting officer makes an official offer of employment, and if accepted prepares a contract.

18. Hiring Department contacts the Office of Human Resources with the effective date and arranges a date for new employee orientation.

19. The Office of Human Resources sends letters to unsuccessful candidates.
Duane Whitmire, 05:07 PM 10/31/97, Administrative Staff Members

X-Sender: whitmire@mailbox.bgsu.edu
Date: Fri, 31 Oct 1997 17:07:16 -0500
To: rholmes@cba.bgsu.edu
From: Duane Whitmire <whitmire@bgnet.bgsu.edu>
Subject: Administrative Staff Members Interested in Serving on the Two Ad
Hoc Faculty Senate Committees
Cc: dpurdy@bgnet.bgsu.edu, kpogan@bgnet.bgsu.edu,
lesleyr@bgnet.bgsu.edu,
jtaylor@bgnet.bgsu.edu, lindan@bgnet.bgsu.edu,
smith@wbju.bgsu.edu,
dcrooks@bgnet.bgsu.edu, gswanka@bgnet.bgsu.edu,
msimmon@bgnet.bgsu.edu,
kaygude@bgnet.bgsu.edu, dboyce@bgnet.bgsu.edu,
judyd@bgnet.bgsu.edu

Per your request the following administrative staff members have indicated
an interest in serving on the designated Ad Hoc Faculty
Senate Committees.
The deadline for indicating an interest was at 5:00 PM today.
If you need any additional information, please feel free to contact me.

AD HOC COMMITTEE ON STUDENT SERVICES
Dave Crooks (willing to serve on either)
Kay Gudehaus
Linda Newman
Dean Purdy
Keith Pogan
Lesley Fusskowski
Michelle Simmons
Gale Swanka
Jack Taylor

AD HOC COMMITTEE ON DOMESTIC PARTNERS
Dave Crooks (willing to serve on either)
Tim Smith

*******************************************************************************
Duane E. Whitmire, Ph.D.
Computer Help Center Analyst
Bowling Green State University

Printed for Judy Donald <judyd@bgnet.bgsu.edu>
Please be advised that Administrative Staff representation on the Faculty Senate Ad Hoc Committee on Student Services has been finalized. You may recall that 9 administrative staff had offered their services on this committee. Dave Crooks offered to serve on the Domestic Partners Ad Hoc Committee instead, and Michelle Simmons had already been appointed to the Student Services Ad Hoc Committee through some other mechanism.

As a result, 7 administrative staff were considered for 3 openings on the committee. After consultation with Keith Barnhard and Ray Laakaneni, Co-Chairs of the Student Services Ad Hoc Committee, the following three persons have been appointed: Kay Gudshus from Admissions, Linda Newman from Residence Programs, and Dean Purdy from Academic Enhancement.

The primary criteria for selection involved the areas represented by the 3 persons chosen taking into account the areas represented by current ad hoc committee members.
I would like to thank everyone who indicated an interest in this opportunity to serve, and I hope all of you will consider future committee service as well. Thanks!

Duane E. Whitmire, Ph.D.
Computer Help Center Analyst
Bowling Green State University
E-Mail: whitmire@bgnet.bgsu.edu
Phone: 419-372-2927
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FROM: "POSTMASTER" <POSTMASTER@BGSU.EDU>
SUBJECT: Survey
DATE: 05 DEC 1997 14:11 UT
TO: <JUDYD@BGNET.BGSU.EDU>
Cc: <LIST@BGSU.EDU>

MESSAGE ID: C77205141147 WAS FORWARD BY POSTMASTER
ORIGINAL SENDERS: EUC BGSU

Received: from TRAPPER by trapper.bgsu.edu (Mailer V2.08) with SMTP id 6227; Fri, 05 Dec 97 14:12:28 EST
Received: from bgnet0.bgsu.edu by trapper.bgsu.edu (EHM VM SMTP V2.02) with TCP; Fri, 05 Dec 97 14:12:28 EST
Received: from listproc.bgsu.edu (bgnet0.bgsu.edu 129.1.2.16 )
by bgnet0.bgsu.edu (8.8.5/8.8.5) with SMTP id OAA12174; Fri, 5 Dec 97 14:12:13 -0500 (EST)
Received: from 129.1.3.166 (smelling.bgsu.edu 129.1.3.166 )
by bgnet0.bgsu.edu (8.8.5/8.8.5) with SMTP id OAA329177; for <asc@listproc.bgsu.edu>; Fri, 5 Dec 97 14:12:13 -0500 (EST)
Message-Id: <10210280000adea@487500 129.1.3.166 >
Date: Fri, 5 Dec 97 14:11:45 -0500
Reply-To: asc@listproc.bgsu.edu
Sender: owner-asc@listproc.bgsu.edu
Precedence: bulk
From: Jerry Smeling <smeling@bgnet.bgsu.edu>
To: Administrative Staff Members <asc@listproc.bgsu.edu>
Subject: Survey
H immutable-Version: 1.0
Content-Type: text/plain; charset="us-ascii"
X-Sender: jsmeling@mailbox.bgsu.edu
X-ListProcessor-Version: 8.6 -- ListProcessor(tm) by GDU

A standing committee of Administrative Staff Council, the Ferrari Award Committee, has recently been renamed and had its role and mission expanded. It is now known as the Awards and Special Recognitions Committee. One of our main goals for the next year is to carry on the established tradition of honoring the Ferrari award winner. In addition, the committee would like to develop other ways to recognize and award administrative staff employees. The committee would like to solicit input from all on ways we could honor our fellow employees.

Please send your ideas/responses to these questions to Jerry Smeling (jsmeling@bgnet.bgsu.edu) by December 15, 1997.

1. What types of activities should administrative staff members be rewarded for? (i.e. Perfect Attendance, Adherence to or Support of Core Values, Implementing New Ideas, Improving Quality)

2. In what ways would you like to be rewarded?

Other questions related to this could include:

A) What are some creative ways to honor employees?

B) What type of awards would be truly meaningful to you?
C) What might be reasonable levels for monetary awards?

3) Please share any other thoughts you may have related to honoring our fellow employees.

We thank you in advance for your cooperation.

Jane Schimpf, Chair
Dianne Cherry
Lisa McHugh
Rob Naddle
Deb Burreis
Kristen Donaldson
Jerry Ameling
Ken Prisch
Scot Bressler

* Jerry Ameling
* Bowling Green State University  Internet: jamedin@bgsu.edu
* Computer Services  Phone: (419)372-7721
* 277 Hayes Hall  FAX: (419)372-7723
* Bowling Green, Ohio 43403

Printed for Judy Donald <judyd@bgsu.edu>
FROM: "POSTMASTER" <POSTMASTER@BSU.EDU>
SUBJECT: Summer Hours Memo
DATE: 05 Dec 1997 09:45 UT
TO: <JUMP@BSU.EDU>

MESSAGE ID: N7535094528 WAS FORWARDER BY POSTMASTER@PROD

At the Administrative Staff Council meeting yesterday, I reported in the Chair's report that the ASC Leadership Team had met with Chuck Middleton and Beseka Ferguson on Wednesday, December 3rd. We were informed that a memo about summer hours had gone to the Vice Presidents. It was then to go to the Unit Heads for discussion with everyone at the Unit level. It was my understanding that the memo focused on service goals, hours of operation, and flexibility at the Unit level.

During the discussion of flex time under old business, it was apparent that about half of ASC had already seen the Summer Hours memo, but the others had not. Tom Gilch suggested that I post a notice to the ASC listproc so that all administrative staff would be aware that a Summer Hours memo dated December 1, 1997 does exist and anyone who has not yet seen it should inquire through their Unit Heads so everyone has the opportunity for input.

Please feel free to make a hard copy of this information and pass it along to any administrative staff member you know who may not have e-mail access.

Duane E. Whitmire, Ph.D.
Computer Help Center Analyst
Bowling Green State University
E-Mail: whitmire@bgsu.edu
Phone: 419-372-2927
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POSTMASTER, An Opportunity for Student-Centered Action-Oriented Service

FROM: "POSTMASTER" <POSTMASTER@BGSU.EDU>
SUBJECT: An Opportunity for Student-Centered Action-Oriented Service
DATE: 12 DEC 1997 09:21 UT
TO: <JUNG@BGSU.EDU>
X-MAILER-TO: <ASC@BGSU.EDU>

MESSAGE-ID: 199712221512.35066231523506623152@BGSU
ORIGINAL-SENDER: ASC@BGSU

> Received: from TRAPPER by trapper.bgsu.edu (Mailer V1.08) with ESMTP id 0178
> Fri, 12 Dec 97 09:22:33 EST
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> Fri, 12 Dec 97 09:22:22 EST
> Received: from listproc.bgsu.edu (bgsnet.bgsu.edu 129.1.3.15)
> by bgsnet.bgsu.edu (8.8.5/8.8.5) with ESMTP id JAA05101; Fri, 12 Dec 97 09:22:22 EST
> Received: from 125.1.6.48 (helpnet.bgsu.edu 125.1.6.48)
> by bgsnet.bgsu.edu (8.8.5/8.8.5) with ESMTP id JAA0757; Fri, 12 Dec 97 09:22:22 EST
> for <assoc-listproc.bgsu.edu>; Fri, 12 Dec 1997 09:22:08 -0500 (EST)
> Message-Id: <183210251bb8663527e7@125.1.6.48>
> Received: Fri, 12 Dec 1997 09:22:18 -0500
> Reply-To: assoc-listproc.bgsu.edu
> Sender: unus-blue@listproc.bgsu.edu
> Precedence: bulk
> From: Duane Whitmire <whitmire@bgsnet.bgsu.edu>
> To: Administrative Staff Members <assoc-listproc.bgsu.edu>
> Subject: An Opportunity for Student-Centered Action-Oriented Service
> Mime-Version: 1.0
> Content-Type: text/plain; charset="us-ascii"
> X-Sender: whitmire@bgsnet.bgsu.edu
> X-Listprocessor-Version: 8.0 -- ListProcessor(tm) by CREW

As you may recall, Dr. Pibee asked that a team of 5 to 7 people be formed to follow up on Dr. Tom Connellan's presentation entitled "Students First: Using Service Quality at ESGU". Sidney has asked Dr. Edward Shipple, Vice President for Student Affairs, to handle the follow up to Tom's presentation.

Ed, in turn, has asked me to be the Team Leader for this project. Specifically, Ed asked me to identify three individuals (to be selected) from each of the five constituent groups on campus for the expressed purpose of possibly serving on the Connellan follow up team. The hope is to identify action-oriented individuals with a University perspective who are very student-centered.

If anyone is interested in this opportunity to serve, please send e-mail to whitmire@bgsnet.bgsu.edu or call me at 2-7827 no later than Wednesday, December 17th. We plan to meet after the first of the year to develop concrete actions that can be taken to improve service quality at the University.

Please feel free to make a hard copy of this information and pass it along to any administrative staff member you know who may not have e-mail access.

**************************************************************************
Duane E. Whitmire, Ph.D.
Computer Help Center Analyst
Bowling Green State University
E-Mail: whitmire@bgsnet.bgsu.edu
Phone: 419-372-2527
We are a team of professionals, committed to customer satisfaction, dedicated to prompt, courteous delivery of quality service and support.
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**************************************************************************
MEMORANDUM

TO: Provost's Council
    Deans' Council

FROM: Charles R. Middleton
    Provost and Vice President

RE: Summer Hours

The President's Cabinet had decided to consider the following regarding Summer Hours for 1998. The fundamental question to be asked in each instance is how we as an institution can maximize our service to our various publics (internal and external) in the summer while also maintaining individual opportunities to take advantage of the slower pace of summer to be with our families and friends.

I ask that each of you have this discussion with appropriate individuals in each of your units and to address specifically the following issues:

1. What are the vital services which are provided by each of our units and how will they be provided to the Campus constituencies in the summer in the same way they are provided during the academic year? Or is that necessary in all units?

2. What are each unit's stated goals and plans for maintaining a full range of services?

3. Which other departments does each unit depend upon to do its job well so that we can be sure that there is adequate on-campus service for our employees?

4. If offices are to remain open for 9 to 9.5 hours on Monday through Friday what are the options for individual employee work flexibility? These might include:

   a. Half the office staff works regular academic year hours and the other half works traditional summer hours for one week then switch hours for the next week (or two weeks on one pattern, two on the next, etc.)
b: Develop inter-unit collaborations so that two or more units take turns covering for each other (such as small departments in close proximity might do).

c: Develop flexible hours so that it may be possible in some places for individual employees to work on highly differentiated work schedules (probably a rare occurrence but one that could be explored with benefit and purposed by units with larger numbers of employees).

5. Plans for each unit will ultimately be posted across the Campus so that everyone can know the exact service hours of every unit during the Monday through Friday work period. In addition, special telephone messages can be put on voice mail and notes can be placed on doors of unit offices to indicate to those who need help where they can get the services each unit would normally provide if the unit personal were available.

Written reports on each unit's recommendations are due in my office on Friday, December 12, 1997.

The Cabinet will review these plans at its meeting of 15 December 1997. Therefore, it is imperative for all units to act expeditiously in determining what direction departments and other units will be following in the Summer of 1998.
Duane Whitmire, 10:16 AM 12/16/97, Resignation from ASC

X-Sender: whitmire@mailbox.bgsu.edu
Date: Tue, 16 Dec 1997 10:16:13 -0500
To: judy@bgnet.bgsu.edu
From: Duane Whitmire <whitmire@bgnet.bgsu.edu>
Subject: Resignation from ASC
Cc: dbogee@bgnet.bgsu.edu

I have just been informed that Tom McNeil needs to resign from ASC, because he will no longer be employed at BGSU effective December 31, 1997. Do we need to do an election, or is there a process in place where the next person from the President's area with the most votes in the last election can be asked to finish Tom's term of service on ASC?

What do you think? Do we need to consult with the Executive Committee?
Please advise. Thanks!

**********************************************
Duane E. Whitmire, Ph.D.
Computer Help Center Analyst
Bowling Green State University
E-Mail: whitmire@bgnet.bgsu.edu
Phone: 419-372-2627
We are a team of professionals, committed to customer satisfaction, dedicated to prompt, courteous delivery of quality service and support.
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**********************************************
Hi Duane,

Jill and I met today and we have contacts which we will be calling during January for each university in Ohio. We will not be contacting community colleges as we believe this first meeting should be relatively small and involve people with the most common concerns. As we call, we will be explaining our intent, asking them about best meeting times (late spring, early summer) for a one day meeting (not calling it a conference) at BGSU. We are asking for the past chair, chair and chair-elect or comparable positions to attend. We will also ask them for possible agenda items, although we came up with the following:

(1) sharing of constitutions, bylaws, governance statements, handbooks, etc. These could be mailed in advance and copied and distributed at the meeting.

(2) developing a list serve. — FUTURE INTEREST REGARDLESS

(3) interest in meeting yearly.

(4) sharing information regarding salary studies, personnel welfare issues, etc.

Once we have called everyone, we will report in writing to you and the Executive Committee regarding the interest, format, issues, and potential "best times" for the one day meeting. This report will be provided early in February at the latest.

Duane, if there are any problems or concerns or suggestions given by ASC members or Executive Committee members, please let me know. Thanks. Ann

Ann Bowers
University Archivist/Assistant Director
Center for Archival Collections
Jerome Library
Bowling Green State University
Bowling Green, Ohio 43403
abowers@bgnet.bgsu.edu
(419) 372-2411 Phone
(419) 372-0155 Fax
The following information is being sent to the asc listproc at the request of Dean Hayes in Student Activities. Requests for further information on this topic may be sent to dean@bgnet.bgsu.edu.

****

Please feel free to make a hard copy of this information and pass it along to any administrative staff member you know who may not have e-mail access.

The Administrative Staff Council is starting Professional Connection, a program for recently hired administrative staff employees. A description of this program follows. IF YOU ARE INTERESTED IN BECOMING A VOLUNTEER, PLEASE SEND YOUR COMPLETED QUESTIONNAIRE TO NORMA STECKLER (nsteckler@bgnet.bgsu) BY JANUARY 16, 1996.

Name: ___________________ Position: ___________________

Department: ___________________ Work phone: ___________________

Number of years at BGSU: ____________

In order to make a successful professional match, tell us something about yourself: special interests, hobbies, whether you have children (if so, what age), etc.

PROFESSIONAL CONNECTION

Goal. Encourage growth of professional staff by establishing a mentoring program for newly hired administrative staff. The mentoring program is intended to assist new employees in adjusting to University employment and community involvement in ways that lead to positively-motivated staff members who contribute to their department, the University, and their professional.
Selection Procedures. Initially, the Professional Development Committee of the Administrative Staff Council will match newly hired administrative staff members with two administrative staff employees who will serve as mentors. After the first year, Human Resources will assume responsibility for making this professional connection. One mentor will be selected from a list of volunteers who have been hired at BGSU within the past few years. The second mentor will be selected from a list of volunteers who have worked at BGSU for several years. The intent is that the perspectives of employees with a few years of experience at the University and those with several years of experience will both benefit the new employee.

Types of Mentoring. The volunteer with a few years University work experience will make the initial contact with the newly hired staff member. This contact will be made within the first two weeks of the latter’s employment. Volunteers will hold an informal meeting with the new employee, either together or singly as preferred by the new employee. Volunteers will explain that they are available to help the new employee adjust to BGSU and the Bowling Green community. They will discuss the advantages and challenges of working at the University, and the formal and informal mechanisms for accomplishing work goals. Volunteers will emphasize that they can help the new employee with professional support and advice, but that they do not replace the supervisor’s role. The newly hired employee will decide the types and frequency of subsequent contacts.

Program Evaluation. In the first year of operation, the chairperson of the Professional Development Committee will contact administrative staff members who have been hired during the past academic year. Open-ended questions will establish which elements of the mentoring program need to retained or changed.

Distributed by Human Resources during new employee orientation

Thank you for volunteering your time and expertise to assist new employees. You will be notified at a later date if you are matched with a new hire.

Dawn Mays, Chair
Professional Development Committee
Administrative Staff Council

Ms. Dawn Mays
Director of Student Activities
Bowling Green State University
Bowling Green, OH 43403
(419) 372-2343 Phone
(419) 372-0455 Fax
Internet: dmays@bgnet.bgsu.edu

**********************************************************************
Duane E. Whitmire, Ph.D.
Computer Help Center Analyst
Bowling Green State University
E-Mail: whitmire@bgnet.bgsu.edu
Phone: 419-372-2927

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**********************************************************************

Printed for Judy Donald <judyd@bgnet.bgsu.edu>
Duane Whitmire, 04:27 PM 1/27/98, Re: ASC REP

X-Sender: whitmire@mailbox.bgsu.edu
Date: Tue, 27 Jan 1998 16:27:12 -0500
To: Jeff Johnson <jjohnso@bgnet.bgsu.edu>
From: Duane Whitmire <whitmire@bgnet.bgsu.edu>
Subject: Re: ASC REP
Cc: judyd@bgnet.bgsu.edu

> Duane,
> 
> This message is my formal notification that I resign my position on the
> Administrative Staff Council effective immediately. Unfortunately, I
> have a
> conflict with monthly meeting time for this semester, and due to my
> other
> campus commitments I am unable to provide the type of attention this
> position requires. If you have any questions please call me at
> 2-2356. It
> has been a pleasure serving on the Council and I wish the ASC the
> best of
> luck with activities in the future. Thanks.
> 
> Respectfully,
> 
> Jahi Gye'Nyame
>
> ***********************************************

I am sorry that your commitments are too extensive to continue to
serve as
an ASC representative. I am copying in Judy Donald, Secretary of ASC, on
this e-mail message so she can initiate the process of seeking a
replacement.

Thanks for your past interest in the Administrative Staff Council, and I

Printed for Judy Donald <judyd@bgnet.bgsu.edu>
hope you can participate again in the future.

Duane E. Whitmire, Ph.D.
Computer Help Center Analyst
Bowling Green State University
E-Mail: whitmire@bgnet.bgsu.edu
Phone: 419-372-2927
We are a team of professionals, committed to customer satisfaction, dedicated to prompt, courteous delivery of quality service and support.
"Bringing the Magic of Customer Service to BGSU"
To: jluthma@radar.bgsu.edu
From: Judy Donald <judyd@bgnet.bgsu.edu>
Subject: ASC Constituent Network
Cc: whitmire@bgnet.bgsu.edu, wells@opie.bgsu.edu
Bcc: 
Attached:

Joe, due the retirement of Tom Click, I had to find a replacement for him on council. I have had confirmation from Robin Veitch (tlyv@bgnet.bgsu.edu) that she will complete his term (1998). Could you please make the necessary changes on your listing. If you have any questions, please let me know.

Thank you.

Judy
February 9, 1998

Duane Whitmire, Chair  
Administrative Staff Council  
Computer Services

Dear Duane:

As we have discussed, I am a strong advocate of the Administrative Staff Council and I was excited when I was selected to serve. However, with an increased travel schedule, some of which I do not control, it is becoming more difficult to maintain my regular attendance. Therefore, I am tendering my resignation effective immediately.

Sincerely,

[Signature]

Kenneth C. Frisch

cc: Deborah Boyce, Chair-Elect
    Judy Donald, Secretary
CHARTER, BOWLING GREEN STATE UNIVERSITY
ADMINISTRATIVE STAFF COUNCIL

(Proposed changes are in bold, uppercase type)

SECTION I - Name and Representation

All Bowling Green State University administrative and support staff, full-time or continuing part-time contract employees, shall be represented by the Administrative Staff Council.

SECTION II - Purpose of the Administrative Staff Council

The purpose of the Administrative Staff Council is to promote the general welfare of the University, maintain communication among staff, and recommend institutional policies.

SECTION III - Membership of the Administrative Staff Council

All administrative staff, as defined above, shall be represented by the Administrative Staff Council. The membership of the Administrative Staff Council shall be determined by the full membership of the University. Administrative staff in a separate group shall have its own proportional representation.

The number of members of the Administrative Staff Council shall be determined by the Executive Committee. Membership on the Executive Committee shall have its own proportional representation.

Upon the recommendation of the Executive Committee, seats may be established.

SECTION IV - Officers and Committees

Officers. Officers of the Administrative Staff Council shall be a chair, a chair-elect, and a secretary. Officers shall be elected each year by all members of the administrative staff. Initial nominations for officers shall be made by the full membership. The chair and secretary shall serve one-year terms; the chair-elect shall serve one year as chair-elect and the next year as chair. The term of office of the Administrative Staff Council shall be extended appropriately for any member elected chair-elect. Officers may be removed from office by a two-thirds vote of the full membership.

Judy
I do have a suggestion for revising the I.A. Committee's amendment proposal. Would you be willing to offer my suggestion?

I suggest that the proposal to change Section III of the Charter be revised to include language that specifies the two-year waiting period for terms, if the 2-year waiting period is approved.

I have written my suggestion for revision in pencil on p. 10 of the enclosed faxed copy. Thanks!
CHARTER  BOWLING GREEN STATE UNIVERSITY
ADMINISTRATIVE STAFF COUNCIL
(Proposed changes are in bold, uppercase type).

SECTION I - Name and Representation

All Bowling Green State University administrative, technical and research personnel having a full-time or continuing part-time contract shall be defined as administrative staff and shall be represented by the Administrative Staff Council.

SECTION II - Purpose of the Administrative Staff Council

The purpose of the Administrative Staff Council shall be to represent administrative staff members by promoting their general welfare, seeking professional development opportunities, maintaining communication among staff members and reviewing, initiating and making recommendations on institutional policies.

SECTION III - Membership of the Administrative Staff Council

All administrative staff, as defined above, shall be eligible to vote and hold offices.

The membership of the Administrative Staff Council shall be composed of 6 percent of the full membership and shall be determined through election by the administrative staff members. The Administrative Staff Council shall be selected from each of the FUNCTIONAL AREAS of the University. Administrative staff not reporting to a vice-president shall constitute a separate group that shall be proportionately represented on the Council. Firelands College shall have its own proportional representation, elected by the administrative staff of the Firelands College. The number of members from each area shall be proportional to the number of administrative staff in that area. The appointment shall be reassessed yearly by the Executive Committee. Membership on Administrative Staff Council shall be for three-year terms, with one-third of the membership being elected each year. Members may not hold consecutive three-year terms, and are eligible for re-election after completing a two-year waiting period.

Upon the recommendation of the Executive Committee and upon ratification by a two-thirds vote of the Administrative Staff Council, a maximum of three additional non-voting ex officio seats may be established.

SECTION IV -- Officers and Committees

Officers. Officers of Administrative Staff Council shall be a chair, a chair-elect, and a secretary. Officers shall be elected each year by all members of the administrative staff.

Initial nominations for officers shall be made by the full membership. The chair and secretary shall serve one-year terms, the chair-elect shall serve one year as chair-elect and the next year as chair. The term of office of the Administrative Staff Council shall be extended appropriately for any member elected chair-elect. Officers may be removed from office by a two-thirds vote of the full membership.
Administrative Staff Council  
Spring Reception Speeches

Welcome

Let me start with a few initial thank you's to the people who put today’s Spring Reception together. I would like to thank Judy Donald, the Secretary of ASC for getting the invitation and program together. Also, thanks to Deb Boyce, Chair Elect of ASC for making the arrangements for food and the facilities. And, thanks to Bonita Sanders-Bembry and the External Affairs committee for their contributions to today’s activities.

Thank you for coming out today to reward the 12 recipients of the first ever BG Best Awards, to recognize the 18 members of ASC whose terms expire this year, and to celebrate a productive year with your administrative staff colleagues. I would like to start the festivities by calling upon Dr. Ribeau for some comments.

Lead-In to Reward, Recognize, and Celebrate

Although it will be a very brief overview, I would like to share with you a few firsts that have occurred this past year as they relate to our original goals and emphasize that whatever was accomplished was due to the hard work of numerous ASC committees and chairs.

To Implement the Administrative Staff Compensation Plan

The first ever collaborative effort between Pat Green and the Personnel Welfare Committee and Becca Ferguson and Human Resources in developing policies and procedures took place.

To Raise the ASC Student Scholarship Fund by at Least $10,000

Due to the work of Carmen Castro-Rivera and the Scholarship Committee, the first work day at Cedar Point was held and the first ASC Raffle was conducted.

To Update the ASC Charter and Bylaws

Because of the combined efforts of Jan Peterson and Betty Ward and the Internal Affairs Committee along with Beverly Stearns and the Amendments Committee, the first review of the ASC election process since the reorganization of the University was accomplished.

To Increase University Enrollments by Collaboratively Working with Other Groups on Campus

It was the first time for ASC, CSC, Human Resources, and Admissions to collaboratively identify courses for staff to take.
To Develop Ways to Recognize Administrative Staff for Their Achievements

Due to the work of Jane Schimpf and the Awards and Special Recognitions Committee, the first ever BG Best Awards will be presented today.

Next, I would like to turn the program over to Jane Schimpf and the Awards and Special Recognitions Committee for the presentation of BG Best Awards.

Lead-In to Certificates for 18 ASC Representatives Whose Terms Expire

For the ASC Representatives whose terms expire this year, we would like to recognize the following people with the presentation of a Certificate of Appreciation. It is people like these who volunteer their time and effort on behalf of their colleagues that make Administrative Staff Council run. Please hold your applause until all have come forward.

Jerry Ameling  
Sally Blair  
Scott Bressler  
Carmen Castro-Rivera  
Elayne Jacoby  
Joyce Kepke  
Inge Klopping  
Deborah Knigga  
Rebecca McOomber  
Joan Morgan  
Sue Perkins  
Jan Peterson  
Cindy Puffer  
Beverly Stearns  
Bob Waddle  
Betty Ward  
Jodi Webb  
Paul Yon

University Computer Services  
Northwest Ohio Educational Television Foundation  
Athletics  
College of Business Administration  
Health Services  
Continuing Education  
College of Business Administration  
Firelands College  
Registration and Records  
Academic Enhancement  
Health Services  
Continuing Education  
Health Services  
Library and Learning Resources  
Capital Planning  
College of Arts & Sciences  
First Year Experience Program  
Archival Collections

Let's show our appreciation for the many years of service to Administrative Staff Council given by your colleagues.

Closing

Once again, congratulations to all of the BG Best Award winners and thanks to all ASC Representatives whose terms expire after the June 4th ASC meeting.

I want to recognize Deb Boyce and Judy Donald for being key players on the ASC Leadership Team this year. Their counsel, advice, and input were
invaluable.

On a personal note, thanks for the opportunity to serve you as Chair of ASC. Anyone who knew me before the year started, knew of my love for serving students. Anyone who knows me now, knows of my love for serving colleagues, too.

Thanks for coming!
MEMORANDUM

TO: Penny Dean  
Head Women's Tennis Coach

FROM: Judy Donald, Secretary  
Administrative Staff Council

SUBJ: Resignation-Administrative Staff Council

May 20, 1998

This is to confirm receipt of your letter of resignation from the Administrative Staff Council. I have processed the necessary paperwork to reassign your position within Athletics. We appreciate the time that you have spent with us over the last few years and wish you the best in the future.

cc: Duane Whitmire  
Deb Boyce
May 7, 1998

Judy Donald
Secretary
Administrative Staff Council
College Park

Dear Judy:

I have decided to resign from Administrative Staff Council. I have enjoyed being able to serve on this council, however, meetings are at the same time as our women's tennis team practices and it is difficult to do two things at one time.

Thank you for this opportunity, and please give my best to Duane.

Sincerely,

Penny Dean
Head Women's Tennis Coach
PD/db
Administrative Staff Council
Spring 1998 Reception

Wednesday, May 20, 1998

3:00-5:00 p.m.

Mileti Alumni Center

Please join your administrative staff colleagues at our spring gathering

Reward - Presentation of the 1997-98 BG Besi Awards

Recognize - ASC Representatives Whose Term Expires

Celebrate - A Productive Year with your Administrative Staff Colleagues

Refreshments will be served
Duane Whitmire, 09:53 AM 6/3/98 - Re: ASC

To: "M. Revs Walker" <M Walker@PABAM.BGSU.EDU>
From: Duane Whitmire <whitmire@bgnet.bgsu.edu>
Subject: Re: ASC
Cc: db-yce@bgnet.bgsu.edu, judyd@bgnet.bgsu.edu, dmayffbgnet.bgsu.edu

>Duane,
> Please be advised that I am resigning as an ASC representative
> and member of the Professional Development Committee effective
> immediately.
> 
> M. Revs Walker
> Student Employment

I am sorry to hear of your resignation from ASC and the Professional Development Committee. Thank you for your service to administrative staff colleagues!

*****************************************************************************
Duane E. Whitmire, Ph.D.
Computer Help Center Analyst
Bowling Green State University
E-Mail: whitmire@bgnet.bgsu.edu
Phone: 419-372-2927
We are a team of professionals, committed to customer satisfaction, dedicated to prompt, courteous delivery of quality service and support.
"Bringing the Magic of Customer Service to BGSU"
*****************************************************************************
Memorandum

June 5, 1998

To: Dr. Charles R. Middleton, Provost and Vice President for Academic Affairs

From: Dr. Duane E. Whitmire, Chair
Administrative Staff Council

Re: University Ombuds Office Resolution

Below please find the University Ombuds Office Resolution as passed in its amended form by the Administrative Staff Council at the June 4, 1998 meeting.

Administrative Staff Council
Bowling Green State University
University Ombuds Office Resolution (as amended)

WHEREAS, there have been growing concerns with respect to conflict situations on campus, including but not limited to racial, sexual, and sexual orientation harassment as well as verbal and physical assaults; and

WHEREAS, Administrative Staff Council is committed to working proactively for the welfare of all members of the University community; and

WHEREAS, currently the University offers no formal, centralized training program in conflict resolution and no central office exists to help those who experience conflict situations; and

WHEREAS, an Ombuds office is one means of effectively dealing with conflict situations; and

WHEREAS, additional training to assist all members of the University to recognize the importance of respecting one another's personal well-being is another means to effectively deal with conflict situations;

THEREFORE, BE IT RESOLVED, that the Administrative Staff Council recommends that BGSU establish an independent Ombuds office to handle student, staff, and faculty concerns along with establishing additional training programs.

If you have any questions about this resolution, please feel free to contact any member of the ASC Leadership Team.

pc: Deborah Boyce, Chair Elect of Administrative Staff Council
✓ Judy Donald, Secretary of Administrative Staff Council
Sandra MacNevin, Executive Assistant to the President
Deborah Magrum, Secretary to the Board of Trustees
Sidney Ribeau, President
MEMORANDUM

TO:    Pat Green
       Chair, ASC Personnel Welfare Committee

FROM:  Charles R. Middleton
       Provost and Vice President

SUBJECT: Administrative Staff Handbook Recommendations

June 10, 1998

I have now had an opportunity since my return to Bowling Green to review the work of the ASC Personnel Welfare Committee on the new Administrative Staff Handbook recommendations which you submitted to me on 11 May 1998. I find them to be excellent. I am also pleased that they are a reflection of the collaborative effort of so many individuals in producing a first-rate outcome. I look forward to discussing them with the Board at their meeting next week and to their implementation thereafter. Thank you personally for all of your hard work in leading this discussion and assuring that it came to a successful conclusion. Best regards for a happy summer.

ssm

xc: Deb Boyce
   <Judy Donald>
   Becca Ferguson
   Sandra MacNevin
   Duane Whitmire
Memorandum

To: Dr. Charles Middleton, Provost and
Vice President for Academic Affairs

From: Dr. Duane Whitmire, Chair
Administrative Staff Council

Re: 1997-98 Administrative Staff Council Annual Report

Administrative Staff Council started the year with the theme of Action & Success thru Collaboration. Through the hard work and dedicated efforts of many administrative staff, it has been a very productive year as evidenced by the summary below of the progress made on many of the 1997-98 ASC goals.

**To Implement the Administrative Staff Compensation Plan Accomplished**

Thanks to Pat Green and the Personnel Welfare Committee along with Becca Ferguson and the Office of Human Resources, a refreshing and collaborative approach was used to move the Administrative Staff Compensation Plan to a higher level. The documents approved by the Board of Trustees on June 16th will form a strong foundation for the continued evolution of the plan.

**To Raise the ASC Student Scholarship Fund by At Least $10,000 Anticipated Accomplishment**

Although a final tabulation of the donations is not yet available, it is anticipated that over $10,000 (including matching funds from the BGSU Alumni Association) will be added to the corpus of the Student Scholarship Fund this year. Monies raised through the first ever Cedar Point Work Day and the first ASC Raffle were added to individuals' contributions. Carmen Castro-Rivera and the Scholarship Committee are to be commended for their major accomplishment.

**To Implement the Performance-Based Merit System and Performance Appraisal Process Not Accomplished**

Due to the Administrative Staff Council emphasis on the implementation of the Administrative Staff Compensation Plan and the desire of Human Resources to get one year of Performance Appraisal Forms collected, this goal was not accomplished during 1997-98.

**To Hold Educational Forum(s) on Collective Bargaining Some Progress**

The Ad Hoc Committee on Educational Forum(s) on Collective Bargaining conducted some background research in an attempt to identify participants. Thanks to the
work of Paul Yon some progress was made on this goal, but no Forums were actually held.

**To Update the ASC Charter and Bylaws**

**Accomplished**

Beverly Stearns and the Amendments and Bylaws Committee not only made three specific proposals (which were approved by Administrative Staff Council) to update the ASC Charter and Bylaws but also identified seven proposals which had not yet been reflected in the ASC Handbook. All of these proposals have been transmitted to the Office of Human Resources for inclusion in the Handbook.

Jan Peterson and Betty Ward and the Internal Affairs Committee worked collaboratively with the Amendments and Bylaws Committee in developing two of the proposals which focused on revamping ASC elections in view of the University reorganization. Through their efforts, ASC should be even more responsive to the needs of administrative staff in the future.

**To Analyze Administrative Staff Teaching Part-Time**

**Some Progress**

After conducting a survey and collecting a variety of data, Jan Peterson and the Ad Hoc Committee on Administrative Staff Teaching Compensation have recommended that the Ad Hoc Committee continues to analyze the situation with the goal of making specific recommendations in 1998-99.

**To Develop an ASC Web Presence**

**Accomplished**

Due to the talented work of Calvin Williams, anyone can access the Administrative Staff Council home page at http://www.bgsu.edu/organizations/asc/ Now, a listing of ASC members, committees, and minutes are all available on the World Wide Web.

**To Make Appropriate Recommendations Regarding Salary Matters Pertaining to Administrative Staff**

**Accomplished**

A timely and concise salary recommendation was given to the central administration this year. Gene Palmer and the Salary Committee also provided the Administrative Staff Council with a detailed analysis of the CUPA data as it applies to BGSU.

**To Increase University Enrollments by Collaboratively Working with Other Groups on Campus**

**Accomplished**

Through the collaborative efforts of Administrative Staff Council, Classified Staff Council, the Admissions Office, and Office of Human Resources, training needs for all staff were identified which could be met by currently offered academic courses. Focusing on the two primary areas of need, introductory courses in Computer Science and Interpersonal Communications will be offered for the first time on Saturday mornings in an attempt to meet the needs of BGSU employees.
To Develop Ways to Recognize Administrative Staff for Their Achievements Accomplished

Jane Schimpf and the Awards and Special Recognitions Committee deserve a huge thank you for originating, developing, and presenting the first ever BG Best Awards to twelve deserving administrative staff members this year. Thanks to budgetary support from Dr. Ribeau, some administrative staff who never would have had the opportunity for recognition were rewarded for their contributions to BGSU.

In addition to the stated goals for the year, other noteworthy accomplishments are briefly summarized below.

External Affairs Committee

Bonita Sanders-Bembry and the External Affairs Committee worked collaboratively with Human Resources to coordinate the Bring Your Daughter to Work Day activities. In addition, the ASC Fall and Spring Receptions were better than ever due, in part, to the work of Bonita and the External Affairs Committee.

Professional Development Committee

Thanks to Dawn Mays and the Professional Development Committee, the first Professional Connections program was born. This program is designed to assist a new administrative staff employee in becoming a positive and productive member of the community by identifying both a short-term and long-term administrative staff member to serve as mentors.

Additional Representation on the President’s Panel

Due to the collaborative efforts among the Faculty Senate and the President, the Vice Chairs of both Administrative Staff Council and Classified Staff Council will now attend the President’s Panel. This additional representation is greatly appreciated.

Summary

The phrase “people make the difference” certainly applies to Administrative Staff Council in 1997-98. The leadership team consisting of Deb Boyce as Chair-Elect, Judy Donald as Secretary, and myself simply established a framework whereby the energies and talents of many administrative staff could be focused and released throughout the year.

There is no doubt in my mind that the BGSU Administrative Staff Council is the premier group of its kind in Ohio and indeed one of the best in the nation. If you need any additional information, please feel free to contact me.

pc: D. Boyce
✓ J. Donald
R. Ferguson
S. MacNevin
D. Magrum
S. Ribeau
Administrative Staff Council
Spring 1998 Reception

Wednesday, May 20, 1998
3:00-5:00 p.m.

Mileti Alumni Center

Please join your administrative staff colleagues at our spring gathering

Reward - Presentation of the 1997-98 BG Best Awards

Recognize - ASC Representatives Whose Term Expires

Celebrate - A Productive Year with your Administrative Staff Colleagues

Refreshments will be served
ADMINISTRATIVE STAFF SPRING RECEPTION

May 20, 1998
3:00-5:00 P.M.
Mileti Alumni Center

Refreshments

Welcome - Duane Whitmire, 97-98 Chair, ASC
Comments - Sidney Ribeau, President

Recognitions

Reward - 1997-98 BG Best Awards - Presented by Jane Schimpf and Awards and Special Recognitions Committee

Recognize-ASC Representatives Whose Term Expires

Celebrate-A Productive Year with your Administrative Staff Colleagues

Closing by Duane Whitmire
Adtnistrative Staff Council  
Spring 1998 Reception  

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Recognize-ASC Representatives Whose Term Expires

Celebrate-A Productive Year with your Administrative Staff Colleagues

Closing by Duane Whitmire
Memorandum

To: Rebecca Ferguson, Assistant Provost
   Human Resources

From: Dr. Duane Whitmire, Chair
       Administrative Staff Council

Re: Amendments for Inclusion in the Administrative Staff Handbook

May 29, 1998

Due to the work of the Amendments and Bylaws Committee, I am pleased to submit three proposals to amend the ASC Bylaws and Charter which were approved during 1997-98. In addition, please find seven proposals which were approved since the most recent revision of the Handbook, but prior to this year. Beverly Stearns who served as Chair of the Amendments and Bylaws Committee along with John Hartung, Matt Webb, and Mary Beth Zachary are to be commended for their efforts on behalf of all administrative staff.

Three Proposals to Amend the ASC Bylaws and Charter
Approved during 1997-98

1. Proposal to amend Bylaws Article 10 (approved by ASC 3/5/98)
2. Proposal to amend Sections III and IV of the Charter (approved 4/2/98)
3. Proposal to amend Bylaws Article 4, Section 1.A. and 1.B. and Section 4.a. and 4.b. (approved 4/2/98)

Seven Proposals Approved Since the Most Recent Revision of the Handbook, but Prior to this Year

1. Proposal to amend Article 1, Sections 1, 5, and 6 (approved 1/4/96)
2. Proposal to amend Article 2, Section 2.I. and 2.J. (approved 1/4/96)
3. Proposal to amend Article 8, Section 1 (approved 1/4/96)
4. Proposal to amend Bylaws Article 2, Section 2 (approved 5/1/97)
5. Proposal to amend Bylaws Article 4, Section 5 (approved 5/1/97)
6. Proposal to amend Bylaws Article 2, Section 2.G. (approved 5/1/97)
7. Proposal to amend the Bylaws to replace the word “volunteer” with the word “self-nominate” and to change the name of Article 4 from ELECTIONS to “THE
ELECTION/APPOINTMENT PROCESS (approved 5/1/97)

In accordance with Article 10, I am forwarding all approved amendments in writing (see enclosures) to the Office of Human Resources for inclusion in the next revision of the Administrative Staff Handbook.

If you need any additional information, please feel free to contact me.

pc: Deborah Boyce, Chair-Elect
    /Judy Donald, Secretary
    Beverly Stearns, Chair of Amendments and Bylaws
Memorandum

To: Sandra MacNevin  
Executive Assistant to the President

Deborah Magrum  
Secretary to the Board of Trustees

From: Dr. Duane Whitmire  
Chair of Administrative Staff Council

Re: New Administrative Staff Council Officers - 1998-99

Please be advised that on July 1, 1998, the following individuals will assume the various officer positions associated with Administrative Staff Council.

Deborah Boyce from University Advancement - Chair

Paul Lopez from WBGU-TV - Chair-Elect

Joyce Blinn from Academic Enhancement - Secretary

It has been a pleasure to serve as Chair of Administrative Staff Council this past year. If you need any additional information, please feel free to contact me.

pc: J. Blinn  
D. Boyce  
J. Donald  
R. Ferguson  
P. Lopez  
C. Middleton  
S. Ribeau
Administrative Staff Council
Spring 1998 Reception

Wednesday, May 20, 1998
3:00-5:00 p.m.

Mileti Alumni Center

Please join your administrative staff colleagues at our spring gathering

Reward-Presentation of the 1997-98 BG Best Awards

Recognize-ASC Representatives Whose Term Expires

Celebrate-A Productive Year with your Administrative Staff Colleagues

Refreshments will be served
Agenda for Meeting of Combined
ASC Executive Committees
Firelands Campus
July 7, 1998
10 a.m. - noonish

I. Identify 15 Administrative Staff Advisory Team Members
(to assist HR in the evaluation of administrative staff positions and
participate in compensation conciliation and appeal processes)

II. Identification of Carry Over Items from 1997-98
   a. Collective Bargaining Educational Forum
   b. Performance-Based Merit System
   c. Performance Appraisal Process
   d. Placement and Progression Plan
   e. Administrative Staff Teaching Compensation
   f. Other Carry Over Items

III. Legions Update on University Priorities for 1998-99

IV. Identify New Items for ASC Consideration in 1998-99
    a. Administrative Handbook Review and Revision
    b. Training and Professional Development for Staff

V. Summer Meeting of Former ASC Chairs and the
   1998-99 ASC Executive Committee

VI. 1998-99 Committee Assignment Process

VII. 1998-99 ASC Executive Committee Summer Meeting Schedule

VIII. ASC Fall Reception Location

IX. Other Agenda Items

Don't forget that we will be leaving the Ice Arena parking lot at 8:30 a.m. on July 7th.

If you have additional agenda items or need additional information, please let me know.
Thanks!

Printed for dboyce@bgnet.bgsu.edu (Deborah S. Boyce)
Agenda for Meeting of Combined ASC Executive Committees
Firelands Campus
July 7, 1998
10 a.m. - noonish

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III. Legislations Update on University Priorities for 1998-99

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IX. Other Agenda Items

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If you have additional agenda items or need additional information, please let me know.
Thanks!
Prompts -

An Bowers
Donni Eisele
Deb Wible
Jiff Cookston

University
Jim Syers
Frank Adkins
Tom Steg
John Haydell

Finans
Jim Ching
Bill King
Jim Strohbehn
Kerry Purdy

Producers
Shelley Malmstrom
Ray Marina
Bart Waddell (gray)

End Tally

(1) 100 100 100 100 100 100 100 100 100 100 100 100
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(24) 100 100 100 100 100 100 100 100 100 100 100 100
(25) 100 100 100 100 100 100 100 100 100 100 100 100
To: ASCExec, formerASCchairs
From: dboyce@bgnet.bgsu.edu (Deborah S. Boyce)
Subject: Meeting of Former ASC Chairs and the 1998-99 ASC Executive Committee
Cc:
Bcc:
X-Attachments: 98-99 Goals

Just a quick reminder about our meeting. Hope you will be able to join us on Friday, August 21st from 9:30 - 11 a.m. in a new location -- the second floor Cheek Conference Room at the Miletti Alumni Center. Even if you are unable to stay for the entire meeting, please drop in for a while. If you are unable to come, please let me know if there are any important items you believe ASC should be addressing in the coming year.

As you know, the purpose of the meeting is to gather the collective wisdom of the group in promoting the welfare of administrative staff members and in offering input on ASC's proposed 1998-99 academic year goals (see attachment). The proposed agenda is as follows:

* Help Yourself to Goodies
* Introduce Yourself
* Discuss Proposed 1998-99 ASC Goals (as drafted by ASC Exec)
* Identify Other Goals/Issues
* Prioritize Goals
* Assign Goals to Appropriate ASC Committees
* Discuss Proposed Constituent Caucus Group Resolution re: Technology Fee
* Offer Words of Wisdom
* Share for the Good of the Order

Look forward to seeing you then!

Deb
BGSU 1998 NEW STUDENT CONVOCATION PROGRAM
Tuesday, August 25, 1998, Anderson Arena, 11:00 A.M.

BAND SELECTIONS

1998 Falcon Marching Band
Bruce Moss, Director of Band Activities.

WELCOME

Steven Richardson, Dean of Undergraduate Studies

NATIONAL ANTHEM

ALMA MATER

INTRODUCTION OF HONORED GUESTS

Charles R. Middleton, Provost and Vice President for Academic Affairs
Edward Whipple, Vice President for Student Affairs
Mark Gromko, Vice-Provost for Academic Affairs
Steven Ballard, Vice-Provost for Research and Dean of the Graduate College
Suzanne Crawford, Dean of Continuing Education
Linda Dobb, Dean of Libraries and Learning Resources
Veronica Gold, Chair of Faculty Senate
Deborah Boyce, Chair of Administrative Staff Council
Jay Samelak, Chair of Classified Staff Council

WELCOMING REMARKS

President Sidney A. Ribeau
Kevin Hussey, President of Undergraduate Student Government (USG)
Wesley Hoffman, Mayor of Bowling Green

MATRICULATION

President Sidney A. Ribeau

Matriculation of Students by College:
Academic Enhancement Program
Arts and Sciences
Business Administration
Education and Human Development
Health and Human Services
Musical Arts
Technology

FIGHT SONG

CLOSING

Dismissal to ALL CAMPUS PICNIC
Alma Mater

Alma Mater hear us
As we praise thy name
Make us worthy sons and daughters
Adding to thy fame

Time will treat you kindly
Years from now you'll be
Ever dearer in our hearts, our University

From your halls of ivy
To the campus scene
Chimes ring out with gladness
From our dear Bowling Green

When all is just a mem'ry
Of the bygone days
Hear our hymn dear Alma Mater
As thy name we praise

Fight Song

Forward Falcons, Forward Falcons
FIGHT for victory
Show your Spirit, make them fear it,
FIGHT for ol' Bee Gee

Forward Falcons, Forward Falcons,
Make the contest keen
Sound out the fame of our mighty name and
Win for Bowling Green!
Feedback on Proposed 1998-99 ASC Goals
By Former ASC Chairs and
ASC Executive Committee

• Implement a Performance-based Merit System.

Need more time to develop a system.
Need a different process than the performance evaluation process.
We need to define merit, layout steps and the parameters of the discussion.
If yearly objectives are met, that should be considered meritorious performance.
Definitions need to be simple and concise.
Take 10 positions & describe meritorious performance in performance evaluations.

• Revise the Performance Appraisal Process.

“Pitch” the Performance Appraisal Process.
Need new forms and a more efficient process.
Establish timetable on status of the evaluation of the Performance Appraisal process and share with staff.
Staff need to know on 7/1/98 what they will need to do to earn merit on 6/30/99.
Check out the Administrative Staff handbook wrt review process outlined as guidelines.
Need conversations with central administration to get them on board with process.

• Develop a Placement and Progression Compensation Plan for Administrative Staff.

The BOT needs to be educated concerning placement/progression issues.
Fairness issue—what values are we promoting? Do we value experience? Loyalty?
Hires after Jan. 1 are penalized financially with pro-rated increases. July hires are not.
Need to document the effects of the compensation plan—salary compression in some areas, people leaving in others, new hires hired at midpoint or above the midpoint while current employees remain below midpoint.

• Develop Training and Professional Development Opportunities.

Succession planning is needed.
Do we value people who do their job well?

• Improve Communication among Administrative staff members.

Final reports of committees need to be shared, e.g. Building Community.
Academic advising information needs to be better shared.
Exit interviews with people who leave BGSU—we need to know why they leave.
• Work to Improve Institutional Culture.

BOT should not announce % increase of pool, rather a $ amount for merit increases. Using merit pool money for equity adjustments is discriminatory — should be 2 separate pools of money. Hiring practices across campus remain inconsistent -- some hire without searches, other areas cannot. Administrative staff are not rewarded for performing new duties. Classified staff assume duties, then get re-classified. Employees do not feel valued.

• Continue Raising Funds for the Administrative Staff Scholarship Fund.

• Continue and Enhance Collaborative Enrollment and Retention Initiatives.

Need overall umbrella for retention efforts. Must be a University-wide initiative. Administrative staff members are not being utilized in latest initiatives, e.g., Student Success Committee headed up by Lee Meserve and other faculty members. Need to examine best retention practices on this campus and on other campuses.

• Work to Keep Constituents Informed and Supportive of Legislative Issues.

• Develop Policies on Administrative Staff Teaching Compensation.

Part-time, credentialed, faculty members should get same pay; this is a grievable issue.

Other items/concerns--

• Collective Bargaining Educational Forum — tabled by ASC Executive Committee. Item is under consideration by the Constituent Group Caucus.


• Process of moving suggestions through central administration, then on to the BOT for action. When items are amended by administration or BOT, items should be tabled by ASC leadership at or prior to the BOT meeting and brought back to ASC Exec + ASC membership for reworking/re-vote.

• Liaison with President's Office and/or Provost's Office?

• Equal time is needed with President (Faculty Senate meets 1x month with President, every 2 weeks with Provost).
Agenda for Sept. 3 meeting 1:30 p.m. Alumni Room University Union

1. Call to Order
2. Introduction of Substitutes
3. Approval of Minutes
4. Chair's Report
5. Chair Elect's Report
6. Secretary's Report
7. Committee Reports
   Amendments
   - Marilyn Greater
   - Awards and Special Recognitions
   - Internal Affairs
   - Professional Development
   - Scholarship
8. Old Business
9. New Business
   ASC’s 1998-9 Goals
   1998-99 ASC Constituent Lists
   Proposed Resolution on Off-Campus Internet Access
10. Good of the Order
11. Adjourn

Handouts:
- Budget 1996
- UV 1995-1996
- 9/23 U.S. Day Fair
Resolution on Off-Campus Internet Access

WHEREAS, technology plays a fundamental and indispensable role in fulfilling the mission of the University, and

WHEREAS, faculty, students and staff learn, communicate and conduct University business using technologies available via the campus network, and

WHEREAS, remote access to the campus network enables learning and communication to occur at all hours of the day and night, and

WHEREAS, these activities among and between students, faculty and staff do occur at all hours of the day and night, and

WHEREAS, the University has, over the past four years, increasingly, encouraged and supported the use of the campus network as a learning and communications tool, and

WHEREAS, the University has provided remote access to the campus network at no additional cost during this period of increased encouragement and support, and

WHEREAS, free off-campus internet access is available at Denison University, the University of Akron, Wright State University, the University of Cincinnati, Central State University, Ashland University, Miami University of Ohio, Cleveland State University, the University of Toledo, the University of Michigan and Kent State University, and

WHEREAS, the imposition of a fee for remote access to the campus network has the potential to limit the current use and expansion of technology for learning and communication, and

WHEREAS, any fee for off-campus internet access may marginalize those with less ability to pay for this service, and

WHEREAS, current undergraduate students are already assessed a fee for the use of technology and have also been assessed an increase in tuition and fees for the 1998-99 academic year, and

WHEREAS, there was an inadequate dialogue between the central administration and the University community via the five constituent groups about off-campus internet access fees, and
WHEREAS, as BGSU defines itself as a premier learning community, it should establish policies and procedures that other institutions would want to emulate, and

BE IT RESOLVED, that because remote access to the campus network is a common and daily part of the University's educational and business activities, the off-campus computer access fee be eliminated, and

BE IT FURTHER RESOLVED, that the leadership of all constituent groups work with the central administration to promptly identify ways to provide high quality, reliable, remote access at no additional cost to students, faculty and staff, and

BE IT FURTHER RESOLVED, that the central administration include all constituent groups in planning and implementation of current and future technology initiatives that affect the entire community.

Sincerely,
Collectively
Feedback on Proposed 1998-99 ASC Goals
By Former ASC Chairs and
ASC Executive Committee

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If you have additional agenda items or need additional information, please let me know.
Thanks!
ADMINISTRATIVE STAFF COUNCIL

1998-1999

**EXECUTIVE COMMITTEE**

ACADEMIC SUPPORT
Judy Donald (1999)
Deb Burris (1999)
Matt Webb (2000)
Marilyn Braatz (2001)
Keith Hofacker (2001)
Mary Beth Zachary (2001)

STUDENT SUPPORT
Bonita Sanders Bembry (1999)
Dawn Mays (1999)
Reva Walker (1999)
Gene Palmer (1999)
Joyce Blinn (1999) - Secretary **
Laura Waggoner (2000)
Mary Lynne Pozniak (2001)
Anne Saviers (2001)

FIRELANDS
Penny Nemitz (2001)

INSTITUTIONAL SUPPORT
Jan Ruffner (1999)
Sandy LaGro (2000)
Jane Schimpf (2000)
Deborah Boyce (1998) - Chair **
Linda Hamilton (2000)
Cheryl Purefoy (2001)

TECHNOLOGY
Paul Lopez (1998) - Chair Elect **
Duane Whitmire (1998) - Past Chair **
Diane Cherry (1999)
Mike Failor (1999)
Sharon Hanna (1999)
Tim Smith (1999)
Deb Wells (2000)
Calvin Williams (2000)

ATHLETICS/SPORTS ACTIVITIES
Robin Veitch (1999)
James Elsasser (1999)
Kurt Thomas (1999)
Shelley Appelbaum (2000)
William Blair (2001)

ACADEMIC DEPARTMENTS
Craig Bedra (1999)
Pat Green (2000)
Patti Ankney (2001)

**Executive Committee

Revised 5/26/98
Former ASC Chairs and 1998-99 ASC Executive Committee

August 21, 1998

Agenda

• Introductions

• Discuss Proposed 1998-99 ASC Goals

• Identify Other Goals/Issues

• Prioritize Goals

• Discussion of Proposed Constituent Caucus Group Resolution re: Technology Fee

• Words of Wisdom

• Good of the Order
Proposed 1998-99 ASC Goals
drafted by
ASC Executive Committee

- Implement a Performance-Based Merit System.

- Fine-tune the Performance Appraisal Process.

- Develop a Placement and Progression Compensation Plan for Administrative Staff.

- Develop Training and Professional Development Opportunities.

- Work to Improve Institutional Culture.

- Improve Communication Among Administrative Staff members.

- Continue Raising Funds for the Administrative Staff Scholarship Fund.

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Administrative Staff Council
Standing and Ad Hoc Committees

Amendments Committee

The charge of the Amendments Committee is to initiate and receive proposed amendments to the Charter or Bylaws and to report to the ASC on all proposed amendments.

Awards & Special Recognitions Committee

The charge of the Awards & Special Recognitions Committee is to develop and recommend to ASC ways to recognize administrative staff for their outstanding achievements. The committee also coordinates the advertisement, selection and presentation of the awards and special recognitions including the annual Ferrari Award.

External Affairs Committee

The charge of the External Affairs Committee is to develop ways to improve opening day activities for administrative staff and to develop good public relations with other groups on campus, off campus and with the media.

Internal Affairs Committee

The charge of the Internal Affairs Committee is to develop and update the Orientation to ASC document and to orient new ASC members. In addition, the committee examines the election process and makes the appropriate recommendations.
Personnel Welfare Committee

The charge of the Personnel Welfare Committee is to review the Administrative Staff Handbook and to study/recommend Council action on matters involving general salary policies, benefits, performance, evaluation, and policies/procedures which affect the functioning of administrative staff in their positions.

Professional Development Committee

The charge of the Professional Development Committee is to aid and encourage the professional growth and development of administrative staff. It studies and recommends action with regard to professional leaves, continuing education and recognition of professional achievement.

Salary Committee

The charge of the Salary Committee is to compile comparative data and make a salary proposal each year on behalf of the administrative staff.

Scholarship Committee

The charge of the Scholarship Committee is to administer all aspects of the administrative staff student scholarship program including advertising, selection and presentation of the scholarship.

Ad Hoc Committee on Administrative Staff Teaching Compensation Policies

This committee was formed in the Fall of 1997 to investigate concerns relative to the policies and renumeration of administrative staff members teaching at Bowling Green State University.
Administrative Staff Council Standing Committees
1998-99

Amendments
Mary Beth Zachary (R) (Chair)
John Hartung (R)
Beverly Stearns (A)

Awards & Special Recognition
Deb Burris (R) (Chair)
William Blair (R)
Dianne Cherry (R)
Lisa M. McHugh (A)
Deborah L. Meth (A)
Penny Nemitz (R)
Joye Schimpf (R)
Kurt Thomas (R)
Laura Waggoner (R)
Matt Webb (R)

External Affairs
Marilyn Braatz (R) (Chair)
Bonita Sanders-Bembry (R)
Sidney Childs (R)
Laura Emch (A)
Deborah L. Meth (A)
Robin Veitch (R)
Cindy Wildes Smith (A)

Internal Affairs
Linda Hamilton (R) (Chair)
Sue Lau (A)
Jan Ruffner (R)

Personnel Welfare
Pat Green (R) (Chair)
Ann Beets (A)
Judy Donald (R)
Sharon Hanna (R)
Joyce Kepke (A)
Inge Klopping (A)
Sandy LaGro (R)
Paul Lopez (R)
Mary Lynn Pozniak (R)

Professional Development
Jane Schimpf (R) (Chair)
Claudia Clark (R)
Tony Howard (A)
Dawn Mays (R)
Dan Parratt (A)
Amy M. Retrig (A)
Tim Smith (R)

Salary
Calvin Williams (R) (Chair)
Craig Bedra (R)
John Clark (R)
Keith Hofacker (R)
Gene Palmer (R)
Cheryl Purefoy (R)

Scholarship
Jim Elsasser (R) (Chair)
Shelley Appelbaum (R)
Carmen Castro-Rivera (A)
Susan Darrow (A)
Suzanne Fahrer (A)
Mike Failor (R)
Deb Freyman (A)
Becky McOmber (A)
Penny Nemitz (R)
Sally Raymont (A)
Deb Wells (R)

Ad Hoc Committee on Administrative Staff Teaching Compensation Policies
Jan Peterson (A) (Chair)
Dianne L. Abbott (A)
Tony Boccansuso (A)
Erik Graubart (A)
Terry Lawrence (A)
Penny Nemitz (R)
Paul Obringer (A)
Susan Thierry (A)
Bethy Ward (A)
Jodi Webb (A)
Paul Yon (A)
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By Former ASC Chairs and ASC Executive Committee

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  Check out the Administrative Staff handbook w/ review process outlined as guidelines.
  Need conversations with central administration to get then on board with process.
  Develop a Placement and Progression Compensation Plan for Administrative Staff.

  The BOT needs to be educated concerning placement/progression issues.
  Fairness issue—what values are we promoting? Do we value experience? Loyalty?
  Hires after Jan. 1 are penalized financially with pro-rated increases. July hires are not.
  Need to document the effects of the compensation plan – salary compression in some areas, people leaving in others, new hires hired at midpoint or above the midpoint while current employees remain below midpoint.

- Develop Training and Professional Development Opportunities.
  Succession planning is needed.
  Do we value people who do their job well?

- Improve Communication among Administrative staff members.

Final reports of committees need to be shared, e.g. Building Community.
Academic advising information needs to be better shared.
Enter interviews with people who leave BGSU – we need to know why they leave.
• Work to Improve Institutional Culture.

BOT should not announce % increase of pool, rather a $ amount for merit increases.
Using merit pool money for equity adjustments is discriminatory – should be 2 separate pools of money.
Hiring practices across campus remain inconsistent -- some hire without searches, other areas cannot.
Administrative staff are not rewarded for performing new duties. Classified staff assume duties, then get re-classified.
Employees do not feel valued.

• Continue Raising Funds for the Administrative Staff Scholarship Fund.

Continue and Enhance Collaborative Enrollment and Retention Initiatives.

Need overall umbrella for retention efforts.
Must be a University-wide initiative.
Administrative staff members are not being utilized in latest initiatives, e.g., Student Success Committee headed up by Lee Meserve and other faculty members.
Need to examine best retention practices on this campus and on other campuses.

• Work to Keep Constituents Informed and Supportive of Legislative Issues.

• Develop Policies on Administrative Staff Teaching Compensation.

Part-time, credentialed, faculty members should get same pay; this is a grievable issue.

Other items/concerns--

• Collective Bargaining Educational Forum — tabled by ASC Executive Committee. Item is under consideration by the Constituent Group Caucus.


• Process of moving suggestions through central administration, then on to the BOT for action. When items are amended by administration or BOT, items should be tabled by ASC leadership at or prior to the BOT meeting and brought back to ASC Exec + ASC membership for reworking/re-vote.

• Liaison with President’s Office and/or Provost’s Office?

• Equal time is needed with President (Faculty Senate meets 1x month with President, every 2 weeks with Provost).
Bowling Green State University

Orientation
to
Administrative Staff Council

1998-1999
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Welcome to ASC

Congratulations and welcome to the 1998-99 Administrative Staff Council!

Your position, as an elected representative to this council, is an important one. According to our charter, Administrative Staff Council members are charged with promoting the general welfare of administrative staff members by "seeking professional development opportunities, maintaining communication among staff members, and reviewing, initiating, and making recommendations on institutional policies."

You will have many opportunities to get involved in the work of important ASC and University committees during your term on Council, and I urge you to do so. Your committed involvement and service will make a difference in our efforts to improve the quality of life here at Bowling Green State University!

ASC fosters communication, collaboration, and collegiality. The Council works with many individuals and groups on campus in our efforts to become "the premier learning community in Ohio and one of the best in the nation." Administrative staff members continue to be pivotal agents in enhancing the quality of our program and service initiatives, thereby enhancing and advancing the mission of Bowling Green State University.

I thank you for your involvement on ASC and your service to this university, and I look forward to working with you in the year ahead!

Deborah S. Boyce
Chair, Administrative Staff Council
dboyce@bgnet.bgsu.edu

ASC Mission

The purpose of the Administrative Staff Council shall be to support the mission of Bowling Green State University through representing administrative staff members by promoting their general welfare, seeking professional development opportunities, maintaining communications among staff members, and reviewing, initiating, and making recommendations on institutional policies.

ASC: Who We Are

Culturally diverse
Dynamic
Fun
Articulate
Educated
Professional
Concerned
Inquisitive
Talented
Energetic
Dedicated
Responsible
Respected
Friendly
Curious
Awesome

Administrative Staff Council:
A Look at our Past

In May 1982, a group of contract staff met informally to explore the possibility of forming a representative group to "access and express the needs and concerns of all contract staff members here at BGSU." Staff members present at the meeting unanimously passed a motion to form an ad hoc steering committee to investigate and propose an ongoing, permanent organizational structure. Members of the founding group
communicated the motion on June 24, 1982, in a letter to Dr. Paul Olscamp, President:

Recognizing the need to establish representative group to serve as an advocate of contract staff interests and concerns, we move that an ad hoc committee be established to explore and propose an ongoing organizational structure through which this purpose can be fulfilled.

All contract staff received a charter for voting in October 1982, and by November, the first elections were held. Communication continued throughout this process between contract staff and President Olscamp, still president at Western Washington University.

By the beginning of the following year, the group organized as the Administrative Staff Council (ASC), developed a charter, began working on bylaws, and convened a special meeting on February 1, 1983 to discuss unexpectedly an issue regarding a PERS pick-up proposal. The standard was set in March 1983 for meetings to take place on the first Thursday of every month, from 1:00 to 2:30 p.m. The Ferrari Award Committee, Merit Committee, Bylaws Committee, Professional Development committee, and Handbook Revision Committee, (later changed to Personnel Welfare Committee) were established at this meeting. Executive Committee meetings were set for the second and fourth Tuesdays of the month during the lunch hour. The first guest speaker was Dr. Paul Olscamp at the May 1983 meeting, a tradition that has continued each year in the fall.

In August 1983, ASC held its first opening day reception. Monies remaining from contributions to fund the reception were used to create an ASC foundation account. The Professional Development Committee began to sponsor workshops during the first year and later added a luncheon workshop series. Funds for professional development were added to the ASC budget in the 1989-90 year.

Dr. Suzanne Crawford received the first Ferrari Award established in the name of Dr. M. Ferrari, recognizing outstanding university leadership. The award was presented to Dr. Crawford in the form of an original work of art by a BGSU faculty member. Funding for the Ferrari Award was appropriated from the ASC operating budget until 1991, when the Council campaigned to endow the award. During fall semester 1992, the award was changed from original artwork to a cash award of $1,000 to be funded subsequently through the Vice President of Academic Affairs area.

In September 1983, Council passed a resolution requesting that discussion be initiated with President Olscamp regarding ASC representation on the University Board of Trustees. ASC Chair, Gregg DeCrane, serving his second term, began attending the Board committee meetings and full Board meetings as an ASC representative in the fall of 1990.

Enthusiastic Council members generated strong interest in establishing an Administrative Staff Scholarship late in 1984. The initial goal was to establish a pledge program and award a student scholarship in 1986, from the endowment of $5,000 at that time. The scholarship/pledge program was the first of its kind on campus, and the concept has been borrowed since by other groups. The goal of $5,000 was reached, and the first scholarship was awarded during the 1985-86 year. Currently, this growing endowment exceeds $26,000. This year the Foundation announced that it will match up to $5,000 in funds raised for the scholarship.

ASC recognized the importance of providing more opportunities for administrative staff members to socialize with each other. In January 1990, ASC held its first winter reception. GASP (Gathering of Administrative Staff Personnel) meetings were held during the evenings of the ASC meetings. These gatherings discontinued because attendance gradually declined.

Council members are investigating other opportunities for social interaction.
Since 1982, ASC has dealt with many issues, hosted many interesting guest speakers and gained representation on all university standing committees. In the first ten years, Administrative Staff Council has grown into an effective and well respected constituent group.

Several issues, however, remain unaddressed. In the spring of 1993 the Executive Committee developed a long-range plan for approaching these issues in the Council's second decade. If the past is a prologue to the future, the next ten years will be even more challenging and exciting for the Administrative Staff Council.

Accomplishments Since 1982

Since 1982, ASC has assessed the needs of its constituents, acted on their concerns, encountered challenges from all levels of the University and community, and has been successful at developing a list of accomplishments of which it can be proud. Most notably, ASC has:

- Addressed several controversial issues
- Hosted interesting and insightful speakers
- Raised the number of vacation days from 20 to 22
- Achieved representation on the Board of Trustees
- Sent resolutions to the State regarding funding inequities in higher education
- Encouraged and implemented representation from the Firelands campus
- Introduced the idea and was awarded two days of personal leave for administrative staff
- Lowered the waiting period for dependent fee waivers from five to three years of employment
- Served on constituent committees, such as the Health Care Task Force, to ensure adequate representation of administrative staff concerns on critical issues
- Participated in the development of an administrative staff performance evaluation instrument to be used consistently across all campus areas
- Developed policies and procedures for the Administrative Staff Compensation Plan
- First reorganization of the ASC election process
- Established Saturday course offerings for BGSU staff, created the Professional Connection Program, and expanded staff recognition opportunities

While this list is not exhaustive, it reflects the efforts of a conscientious organization dedicated to meeting the needs of administrators, and ultimately, all members of the Bowling Green State University community.

ASC Meetings

Regular Council meetings are held on the first Thursday of every month during the academic year, and as needed in the summer, from 1:30 p.m. to 3:00 p.m. Council members are informed of the date, time, and location of each of these meetings through a comprehensive list of meetings provided by the Secretary. In addition, minutes of the previous month's meeting are distributed to all administrative staff at least two weeks prior to the meeting. If you are unable to attend a meeting you may designate an alternate from your vice presidential or
presidential area to attend in your place. No Council member may have an alternate attend more than three meetings per year.

ASC meetings are generally an hour-and-a-half in length and follow Robert's Rules of Order, Newly Revised, on parliamentary procedure. Meetings are convened by the Chair, who calls the meeting to order. Following approval of the minutes, the Chair, Chair-Elect, and Secretary each give their reports. If there is a guest speaker, s/he typically addresses the Council and any questions, prior to the officer reports. The Chair then leads the Council through the agenda by soliciting reports from each committee. Prior to adjournment, each representative is allowed the opportunity to participate in "For the Good of the Order," an activity which allows each member to update the Council on activities in their area or department.

**ASC Bylaws**

The governing rules by which the Administrative Staff Council operates are called the bylaws. The Amendment Committee is responsible for initiating or accepting suggestions for changes to the bylaws. The bylaws serve as an excellent resource for clarifying questions about the election process, meeting structure, and committee work. If changes in the bylaws are recommended, they must be approved by a three-fourths (3/4) vote of the members present at the Council meeting where the amendments are discussed. The ASC bylaws are listed in your Administrative Staff Handbook.

**ASC Leadership**

Each year, following the election of ASC representatives, the Election Committee requests nominees for officers from the Executive Committee and the general administrative staff via public notice in The Monitor. The entire administrative staff votes for the three positions of Chair, Chair-Elect, and Secretary.

**Chair**

The Chair serves a one-year term. This position carries with it extensive responsibilities which include: presiding at and preparing agendas for monthly Council and all Executive Committee meetings; representing the Administrative Staff Council at appropriate meetings including the Board of Trustees committee and full board meetings; appointing, with Executive Committee approval, chairs of ASC committees and overseeing committee progress; with assistance from the Chair-Elect, submitting the annual budget request; appointing a liaison for the Classified Staff Council and for the Faculty Senate; and preparing, with the Executive Committee, an annual summary of activities and accomplishments.

**Chair-Elect**

The Chair-Elect maintains the budget for ASC. S/he assumes all responsibilities of the Chair in case of the Chair’s absence or resignation. The Chair-Elect accepts Chair responsibilities with the passing of the gavel at the end of the June meeting, when all newly elected and outgoing ASC representatives are present.

**Secretary**

The Secretary maintains accurate minutes of all Council and Executive Committee meetings and ensures that they are distributed to all administrative staff members. The Secretary assists with correspondence, records and attendance, chairs the Elections Committee, distributes ballots and maintains election eligibility and voting records.

**ASC Committees:**

**An Overview of their Functions**

Administrative staff members at BGSU are responsible for promoting a healthy climate for learning and professional growth,
and for asserting the leadership and support essential to enhance the University's programs and services. All administrative staff members should share a sense of working towards a common goal—that of maintaining the high standards of the University and its mission. To this end, Administrative Staff Council has established a committee structure which provides administrative staff members with the means for addressing their needs and for promoting their efforts.

**Executive Committee**

The ASC Executive Committee acts for the Administrative Staff Council between meetings and serves as or designates a liaison between the Administrative Staff Council and other governance groups, individuals, and agencies. Nominations are handled annually by the Elections Committee who prepares a list by vice presidential area of those ASC members eligible for election to the Executive Committee.

**ASC Standing Committees**

The members of ASC standing committees include ASC members and administrative staff members-at-large as appointed by the Chair. ASC representatives and administrative staff members-at-large are nominated or may self-nominate to serve on ASC standing committees. Non-ASC members shall comprise no more than 50% of any ASC standing committee. Standing committees also may appoint subcommittees composed of members from the administrative staff members-at-large. The duties and responsibilities of each ASC standing committee are listed as follows:

**Amendments Committee**

This committee both initiates and receives proposed amendments to the Charter or Bylaws and reports to the ASC on all proposed amendments.

**Elections Committee**

This committee is composed of the ASC Secretary, who serves as its chair, the Chair-elect, and other members as needed. Duties include assisting the Secretary in initiating, conducting, tabulating, and announcing the results of nominations and elections for both ASC and appropriate University standing committees. In addition this committee maintains election eligibility and voting records.

**External Affairs Committee**

This committee is responsible for developing ways to improve opening day activities for administrative staff and for working on developing good public relations with other groups on campus, off campus and with the media.

**Awards and Special Recognitions Committee**

This committee develops and recommends to ASC ways to recognize administrative staff for their outstanding achievements. The committee also coordinates the advertisement, selection and presentation of the awards and special recognitions including the annual Ferrari Award. Committee members shall represent each vice-presidential area and the President's area and shall have been employed by the University for at least three years.

**Finance Committee**

The Chair-Elect prepares the ASC budget and submits it to the ASC for approval prior to its submission to the University Budget Committee.

**Internal Affairs Committee**

This committee is responsible for developing and updating the Orientation to ASC document and for orienting new ASC members. In addition, the committee examines the election process and makes the appropriate recommendations.

**Personnel Welfare Committee**

This committee annually reviews the Administrative Staff Handbook and studies and recommends Council action on matters involving general salary policies, benefits, performance, evaluation, and policies and procedures which affect the functioning of administrative staff in their positions. The committee includes at least one representative
from each vice presidential area and the president's area. The chair serves on the Executive Committee.

**Professional Development Committee**
This committee is charged with aiding and encouraging the professional growth and development of administrative staff. It studies and recommends action with regard to professional leaves, continuing education and recognition of professional achievement.

**Salary Committee**
This committee compiles comparative data and makes a salary proposal each year on behalf of the administrative staff.

**Scholarship Committee**
This committee administers all aspects of the administrative staff scholarship program including advertising, selection and presentation of the scholarship.

**University Standing Committee**
Administrative staff elected to University standing committees need not be ASC representatives and are elected by the entire administrative staff.

**Ad Hoc Committees**
ASC ad hoc committees are created by the Executive Committee which appoints members who need not be ASC representatives. After two years, an ASC ad hoc committee either ceases to function or becomes a standing committee through the Amendments Committee.

For more detailed information about committees, refer to the Bylaws, pages 9-18 of the Administrative Staff Handbook.

**ASC Member Responsibilities**

Administrative Staff Council members are committed to service and excellence at Bowling Green State University. Election to Administrative Staff Council is an honor among peers and carries with it responsibilities and obligations as follows:

- Attend all ASC meetings
- Participate on ASC standing or ad hoc committees
- Participate on University standing committees by election or appointment
- Contact and get to know your constituent group at the beginning of the year
- Inform your constituent group of issues involving administrative staff in a timely fashion by phone or memo
- Poll your constituent group about issues which will be voted on at ASC meetings
- Contact new constituents personally to welcome her/him to the University, explain the role of ASC and that of being a Council member.
- Represent views of administrative staff in the public arena
- Participate in policy making at Bowling Green State University

**ASC Goals 1998-99**

- Implement a performance-based merit system
- Revise the performance appraisal process
- Develop a placement and progression compensation plan for administrative staff
- Develop training and professional development opportunities
- Improve communication among administrative staff members
- Work to improve institutional culture
• Continue raising funds for the Administrate Staff Scholarship Fund

• Continue and enhance collaborative enrollment and retention initiatives

• Work to keep constituents informed and supportive of legislative issues

• Develop policies on administrative staff teaching compensation

Administrative Staff Council
1998-99

Academic Support
Judy Donald (1999)
Deb Burris (1999)
Matt Webb (2000)
Marilyn Braatz (2001)
Keith Hofacker (2001)
Mary Beth Zachary (2001)

Firelands
Penny Nemitz (2001)

Institutional Support
Jan Ruffner (1999)
Sandy LaGro (2000)
Jane Schimpf (2000)
Deborah Boyce (1998)—Chair**
Linda Hamilton (2000)
Cheryl Purefoy (2001)

Athletics/Sports Activities
Robin Veitch (1999)
James Elsasser (1999)
Kurt Thomas (1999)
Shelley Appelbaum (2000)
William Blair (2001)

Student Support
Bonita Sanders Bembry (1999)
Dawn Mays (1999)
Reva Walker (1999)
Gene Palmer (1999)
Joyce Blinn (1999)—Secretary**

Laura Waggoner (2000)
Mary Lynne Pozniak (2001)
Anne Saviers (2001)
Sidney Childs (2001)
Claudia Clark (2001)

Technology
Paul Lopez (1998)—Chair Elect**
Duane Whitmire (1998)—Past Chair**
Diane Cherry (1999)
Mike Failor (1999)
Sharon Hanna (1999)
Tim Smith (1999)
Deb Wells (2000)
Calvin Williams (2000)

Academic Departments
Craig Bedra (1999)
Pat Green (2000)
Patti Ankney (2001)

**Executive Committee

(Revised 6/5/98)
Proposed 1998-99 ASC Goals
drafted by
ASC Executive Committee

- Implement a Performance-Based Merit System.
- Define merit for honorees - big write for performance discrimination.
- Supervisors need to assess.
- Fine-tune the Performance Appraisal Process.
- No merit component in this year.
- National standards only I have seen about or given in.
- Check the statement that must not weigh from the 21st Century Administration.
- Set them on board.
- Develop a Placement and Progression Compensation Plan for Administrative Staff.

- Develop Training and Professional Development Opportunities.
- Student's view - don't value people.
- Continues paper - do a job well?
- Work to Improve Institutional Culture.

But the merit pool is not 90% of last year.
- Improving Communication Among Administrative Staff members.
- Need to set out to get buy-in from the faculty.
- Committees need to be.
- Continue Raising Funds for the Administrative Staff Scholarship Fund.

Continue and Enhance Collaborative Enrollment and Retention Initiatives.
- Work to Keep Constituents Informed and Supportive of Legislative Issues.

Develop Policies on Administrative Staff Teaching Compensation.

This is an equity adjustment issue.
- Taking 8 for equity adjustments is discounting.
Other Items--

- Collective Bargaining Educational Forum -- tabled by ASC Executive Committee. Item will be taken to the Constituent Group Caucus for their consideration.

Former ASC Chairs and 1998-99 ASC Executive Committee

August 21, 1998

Agenda

• Introductions

Discuss Proposed 1998-99 ASC Goals

• Identify Other Goals/Issues

Prioritize Goals

Discussion of Proposed Constituent Caucus Group Resolution re:

Technology Fee

• Words of Wisdom

• Good of the Order
Feedback on Proposed 1998-99 ASC Goals
By Former ASC Chairs and
ASC Executive Committee

- Implement a Performance-based Merit System.

Need more time to develop system.
Need different process than the performance evaluation process.
We need to define merit for the BOT, layout steps and parameters of the discussion.
If objectives are met for year, that should be meritorious performance.
Definitions need to be simple and concise.
Take 10 positions & describe meritorious performance in performance evaluations.

- Fine-Tune the Performance Appraisal Process.

"Pitch" the Performance Appraisal Process.
Need new forms.
Establish timetable on status of evaluation process and share with staff.
Staff need to know on 7/1/98 what they will need to do to earn merit on 6/30/99.
Check out handbook wrt review process.
Need conversations with central administration to get them on board with process.

- Develop a Placement and Progression Compensation Plan for Administrative Staff.

BOT needs to be educated.
Fairness issue—what values are we promoting? Do we value experience? Loyalty?
Hires after Jan. are penalized financially with prorated increases. July hires are not.

- Develop Training and Professional Development Opportunities.

Succession planning is needed.
Do we value people who do their job well?

- Work to Improve Institutional Culture.

BOT should not announce % increase of pool, rather a $ amount for merit increases.
Taking merit pool money for equity adjustments is discriminatory. Should be 2 separate pools of money.
Hiring practices across campus remain inconsistent.
Some hire without searches, others cannot.
Administrative staff not rewarded for performing new duties. Classified assume duties, then get re-classified.
Employees do not feel valued.
- Improve Communication among Administrative staff members.
  Final reports of committees need to be shared, e.g. Building Community.
  Academic advising.
  Exit interviews with people who leave BGSU – need to know why they leave?

- Continue Raising Funds for the Administrative Staff Scholarship Fund.

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  Need overall umbrella for retention efforts.
  Must be a University-wide initiative.
  Administrative staff members not being utilized in latest initiatives (Student Success Committee headed up by Lee Meserve and faculty members)
  Need to examine best retention practices on this campus and at others.

- Work to Keep Constituents Informed and Supportive of Legislative Issues.

- Develop Policies on Administrative Staff Teaching Compensation.
  Part-time, credentialed, faculty members should get same pay. This is a grievable issue.

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ASC Executive Committee Meeting
Founders Club 57
September 1, 1998
11:45 a.m. - 1:15 p.m.

1. Review ASC Representatives Constituency Lists

2. Summary of Former ASC Chairs/Exec Mtg. Aug. 21

3. 1998-99 ASC Committee Membership

4. Approve and Prioritize 1998-99 Goals

5. Update and Assign 1998-99 Goals to Appropriate Standing or Ad Hoc Committees

6. Discussion of Constituent Group Caucus' Proposed Resolution on Off-Campus Internet Access

7. Compensation Plan Review Team Members Needed: (1) Finance, (1) President's area, (2) University Advancement and (1) Student Affairs.

8. ASC Fall Reception -- dates under review with President

8. Other Agenda Items
Proposed 1998-99 ASC Goals
drafted by
ASC Executive Committee

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• Fine-tune the Performance Appraisal Process.

• Develop a Placement and Progression Compensation Plan for Administrative Staff.

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• Fine Tune the Performance Appraisal Process.

"Pitch" the Performance Appraisal Process.
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Other items/concerns--

• Collective Bargaining Educational Forum — tabled by ASC Executive Committee. Item will be taken to Constituent Group Caucus for their consideration.


• Process of moving suggestions through central administration, then on to BOT for action. When items are amended by administration or BOT, items should be tabled by ASC leadership at or prior to the BOT mtg and brought back to ASC Exec + ASC membership for reworking/re-vote.

• Liaison with President's Office and/or Provost's Office

• Equal representative time needed with President (Faculty Senate meets 1x month with President, every 2 weeks with Provost)
Feedback on Proposed 1998-99 ASC Goals
By Former ASC Chairs and
ASC Executive Committee

• Implement a Performance-based Merit System.

Need more time to develop system.
Need different process than the performance evaluation process.
We need to define merit, layout steps and parameters of the discussion.
If objectives are met for year, that should be considered meritorious performance.
Definitions need to be simple and concise.
Take 10 positions & describe meritorious performance in performance evaluations.

• Revise the Performance Appraisal Process.

"Pitch" the Performance Appraisal Process.
Need new forms and a more efficient process.
Establish timetable on status of evaluation process and share with staff.
Staff need to know on 7/1/98 what they will need to do to earn merit on 6/30/99.
Check out handbook wrt review process outlined as guidelines.
Need conversations with central administration to get them on board with process.

• Develop a Placement and Progression Compensation Plan for Administrative Staff.

BOT needs to be educated concerning placement/progression issues.
Fairness issue—what values are we promoting? Do we value experience? Loyalty?
Hires after Jan. are penalized financially with prorated increases. July hires are not.
Need to document the effects of the compensation plan—salary compression in some areas, people leaving in others, new hires hired at midpoint or above the midpoint while current employees remain below midpoint.

• Develop Training and Professional Development Opportunities.

Succession planning is needed.
Do we value people who do their job well?

• Improve Communication among Administrative staff members.

Final reports of committees need to be shared, e.g. Building Community.
Academic advising.
Exit interviews with people who leave BGSU—we need to know why they leave.
• Work to Improve Institutional Culture.

BOT should not announce % increase of pool, rather a $ amount for merit increases. Using merit pool money for equity adjustments is discriminatory – should be 2 separate pools of money. Hiring practices across campus remain inconsistent -- some hire without searches, other areas cannot. Administrative staff are not rewarded for performing new duties. Classified assume duties, then get re-classified. Employees do not feel valued.

• Continue Raising Funds for the Administrative Staff Scholarship Fund.

• Continue and Enhance Collaborative Enrollment and Retention Initiatives.

Need overall umbrella for retention efforts. Must be a University-wide initiative. Administrative staff members are not being utilized in latest initiatives, e.g., Student Success Committee headed up by Lee Meserve and other faculty members. Need to examine best retention practices on this campus and on other campuses.

• Work to Keep Constituents Informed and Supportive of Legislative Issues.

• Develop Policies on Administrative Staff Teaching Compensation.

Part-time, credentialed, faculty members should get same pay; this is a grievable issue.

Other items/concerns--

• Collective Bargaining Educational Forum — tabled by ASC Executive Committee. Item will be taken to Constituent Group Caucus for their consideration.


• Process of moving suggestions through central administration, then on to BOT for action. When items are amended by administration or BOT, items should be tabled by ASC leadership at or prior to the BOT mtg and brought back to ASC Exec + ASC membership for reworking/re-vote.

• Liaison with President’s Office and/or Provost’s Office

• Equal representative time needed with President (Faculty Senate meets 1x month with President, every 2 weeks with Provost)
Proposed 1998-99 ASC Goals
drafted by
ASC Executive Committee

- Implement a Performance-Based Merit System.

- Fine-tune the Performance Appraisal Process.

- Develop a Placement and Progression Compensation Plan for Administrative Staff.

- Develop Training and Professional Development Opportunities.

- Work to improve Institutional Culture.

- Improve Communication Among Administrative Staff members.

- Continue Raising Funds for the Administrative Staff Scholarship Fund.

- Continue and Enhance Collaborative Enrollment and Retention Initiatives.

- Work to Keep Constituents Informed and Supportive of Legislative Issues.

- Develop Policies on Administrative Staff Teaching Compensation.
Other Items--

- Collective Bargaining Educational Forum -- tabled by ASC Executive Committee. Item will be taken to the Constituent Group Caucus for their consideration.

ASC Executive Committee Meeting
Founders Club 57
September 1, 1998
11:45 a.m. - 1:15 p.m.

1. Review ASC Representatives Constituency Lists

2. Summary of Former ASC Chairs/Exec Mtg. Aug. 21

3. 1998-99 ASC Committee Membership

4. Approve and Prioritize 1998-99 Goals

5. Update and Assign 1998-99 Goals to Appropriate Standing or Ad Hoc Committees

6. Discussion of Constituent Group Caucus' Proposed Resolution on Off-Campus Internet Access

7. Compensation Plan Review Team Members Needed: (1) Finance, (1) President's area, (2) University Advancement and (1) Student Affairs.

8. ASC Fall Reception -- dates under review with President

8. Other Agenda Items
AGENDA FOR SEPT. 3, 1998 MEETING
Alumni Room University Union

1:30-3:00

1. Call to Order
2. Introduction of Substitutes
3. Approval of Minutes
4. Chair's Report
5. Chair Elect's Report
6. Secretary's Report
7. Committee Reports
   - Amendments
   - External Affairs
   - Awards and Special Recognition
   - Internal Affairs
   - Personnel Welfare
   - Professional Development
   - Salary
   - Scholarship
8. Old Business
9. New Business
   - ASC's 1998-9 Goals
   - 1998-99 ASC Constituent Lists
   - Proposed Resolution on Off-Campus Internet Access
10. Good of the Order
11. Adjourn
Administrative Staff Council Minutes

Thursday, September 3, 1998

Members Present: Shelley Appelbaum, William Blair, Joyce Blinn, Deborah Boyce, Marilyn Braatz, Deb Burris, Sidney Childs, Claudia Clark, James Elsasser, Mike Failor, Pat Green, Linda Hamilton, Sharon Hanna, John Hartung, Keith Holacker, Sandra LaGro, Paul Lopez, Gene Palmer, Mary Lynn Pozniak, Cheryl Purefoy, Jan Ruffner, Bonita Sanders-Bembry, Jane Schimpf, Robin Veith, Laura Waggoner, Matt Webb, Deb Wells, Calvin Williams, Mary Beth Zachary, Duane Whitmire

Members Absent: Craig Bedra, Dianne Cherry, Judy Donald, Dawn Mays, Penny Nemitz, Tim Smith, Kurt Thomas, John Clark

New Members: John Clark

Substitute for: Anne Saviers is Jan Peterson for the 1998-99 academic year

Guests: Scott Borgelt, Monitor

Call to Order:

The meeting was called to order at 1:30 by Chair, Deborah Boyce

Approval of Minutes:

The minutes were approved.

Chair Report: Information about the Fall Reception dates was sent to President Ribeau, and the Administrative Staff Council will be informed when he selects a date. Invited guests will include the past ASC chair, the past ASC secretary, and the ASC Student Scholarship recipients.

Goals: The Executive Committee held a meeting at Firelands during the summer to discuss goals for the 1998-99 academic year.

Chair-Elect Report: No report

Secretary Report: No report

Committee Reports:

Amendments: (Mary Beth Zachary, Chair) will be working on their charge
Awards and Special Recognition (Deb Burris, Chair) no report
External Affairs (Marilyn Braatz, Chair) - no report
Personal Welfare (Pat Green, Chair) - will be working on such issues as defining merit, developing a mechanism for placement and progression through the grades/ranges and other issues
Professional Development (Jane Schimpf, chair) - no report
Salary (Calvin Williams, Chair): no report
Scholarship (James Elsasser, Chair) - no report

Old Business  No old business

New Business:

ASC's 1998-99 Goals

A meeting was held in August with past and current ASC Executive Committee members. There was discussion about the 1998-99 ASC goals.

It is understood that Eileen Sullivan is currently serving as the liaison between constituent groups and President Ribeau.

There was discussion about the possibility of establishing a new constituent group composed of representatives from the Faculty Senate, Classified Staff Council, and ASC.

There was discussion about how salary levels at BGSU compare with BGSU's sister institutions in Ohio. Cooper data collected in previous years is used to form the basis for the comparison. Gene Palmer made a motion to have as an ASC goal to continue to define salary levels for administrative staff compared to the BGSU's Ohio sister institutions.

The motion was seconded by Duane Whitmire.
The motion was passed by a voice vote.

1998-99 Constituent Lists

The constituent lists were distributed. Thanks to Joe Luthman for compiling the lists. Chair Deborah Boyce asked the representatives to think about how they should communicate with their constituents - ex. listserv, e-mail, etc.

Proposed Resolution on Off-Campus Internet Access

There was discussion about the resolution. Some issues discussed included the cost to off-campus students, the need for some employees to work on their jobs at home, and the need for dialogue to occur among all constituent groups when decisions affecting the entire university are made.

It was proposed that "Whereas a monthly per-user fee" may encourage the use of an individual account by multiple users; and therefore, compromise the integrity of the system...

It was also proposed that "before decisions that affect the entire university" are made, constituent groups need to be included in the input process.
The Resolution was passed as amended by a voice vote.

Good of the Order: Deborah Boyce informed representatives that there would be a kick-off on September 15 with the University of Toledo at their Book Depository in anticipation of the BGSU-University of Toledo game.

The meeting was adjourned at 3:00pm.

Joyce Blinn
Secretary, ASC

NEXT ASC MEETING:

THURSDAY, OCTOBER 1, 1998
1:30PM - ALUMNI ROOM/UNIVERSITY UNION
ASC Executive Committee Meeting
Founders Club 57
September 15, 1998
11:30 a.m. - 12:30 p.m.


2. 1998-99 ASC Committee Goals.

3. ASC Fall Reception.

4. Administrative/Classified Staff Survey.

5. Other Agenda Items.
   A. Substantive Issues
      - Disagreement
      - How important 98-99 was to us
      - Discontent with current perf
      - General system failure
      - Despite the best efforts of our staff and mentors
      - Lack of guidance
      - Mentors: unclear decisions
      - How much potential was missed?
      - Beyond good - yet not great

B. Placement

1. Retirement
2. Non-retirement
3. Retirement, pension

- Head Unit Set
cognomi
and in the hand until
completed it is completed
by self
Official request do report next week
personal commitment to share this.
will present this if invited to Cabinet
ASC, CSC.
Bill to finish this by close to
act end of June.

Bill's initial request asked how to do
this with local support in this
ASC saw before Cabinet

demo comparison by gender age
tenure

identity - notiene at that time to do.
BGSU STAFF QUESTIONNAIRE - DRAFT

Please use a pencil or heavy black pen to blacken the oval which best matches your answer for each item. If you want to change your answer, please erase your old answer completely. If any item does not apply to you, simply do not blacken any of the ovals for it. All answers will remain anonymous and will not be seen by anyone outside of the Office of Institutional Research.

<table>
<thead>
<tr>
<th>Item</th>
<th>Options</th>
<th>Ovals</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am ___ with BGSU as an employer.</td>
<td>Very Satisfied</td>
<td>☐ ☐ ☐ ☐ ☐</td>
</tr>
<tr>
<td>I am ___ with my chances for a job promotion.</td>
<td>Dissatisfied</td>
<td>☐ ☐ ☐ ☐ ☐</td>
</tr>
<tr>
<td>I am ___ with my health benefits.</td>
<td>Not Satisfied or Dissatisfied</td>
<td>☐ ☐ ☐ ☐ ☐</td>
</tr>
<tr>
<td>I am ___ with the training and professional development opportunities available to me</td>
<td>Very Satisfied</td>
<td>☐ ☐ ☐ ☐ ☐</td>
</tr>
<tr>
<td>I am ___ with how I hear about policies, decisions, and changes that affect my job.</td>
<td>Dissatisfied</td>
<td>☐ ☐ ☐ ☐ ☐</td>
</tr>
<tr>
<td>I am ___ with BGSU's awards for employee excellence and service.</td>
<td>Not Satisfied or Dissatisfied</td>
<td>☐ ☐ ☐ ☐ ☐</td>
</tr>
<tr>
<td>I am ___ with the job being done by BGSU's top management.</td>
<td>Very Satisfied</td>
<td>☐ ☐ ☐ ☐ ☐</td>
</tr>
<tr>
<td>I am ___ with my current job at BGSU.</td>
<td>Dissatisfied</td>
<td>☐ ☐ ☐ ☐ ☐</td>
</tr>
<tr>
<td>I am ___ with my department as a place to work.</td>
<td>Not Satisfied or Dissatisfied</td>
<td>☐ ☐ ☐ ☐ ☐</td>
</tr>
<tr>
<td>I am ___ with how my department treats or interacts with students</td>
<td>Very Satisfied</td>
<td>☐ ☐ ☐ ☐ ☐</td>
</tr>
<tr>
<td>I am ___ with how the staff of my department work together as a team</td>
<td>Dissatisfied</td>
<td>☐ ☐ ☐ ☐ ☐</td>
</tr>
<tr>
<td>I am ___ with how the staff of my department works with other departments</td>
<td>Not Satisfied or Dissatisfied</td>
<td>☐ ☐ ☐ ☐ ☐</td>
</tr>
<tr>
<td>I am ___ with the opportunity I have to grow and develop in my job.</td>
<td>Very Satisfied</td>
<td>☐ ☐ ☐ ☐ ☐</td>
</tr>
<tr>
<td>I am ___ with my workload compared to others who do similar jobs.</td>
<td>Dissatisfied</td>
<td>☐ ☐ ☐ ☐ ☐</td>
</tr>
<tr>
<td>I am ___ with my salary in comparison to my responsibilities.</td>
<td>Not Satisfied or Dissatisfied</td>
<td>☐ ☐ ☐ ☐ ☐</td>
</tr>
<tr>
<td>I am ___ with my ability to get my job done in the time I have.</td>
<td>Very Satisfied</td>
<td>☐ ☐ ☐ ☐ ☐</td>
</tr>
<tr>
<td>I am ___ with the equipment and supplies available to do my job.</td>
<td>Dissatisfied</td>
<td>☐ ☐ ☐ ☐ ☐</td>
</tr>
<tr>
<td>I am ___ with the conditions (amount of space, condition of the building, etc.) of my work site.</td>
<td>Not Satisfied or Dissatisfied</td>
<td>☐ ☐ ☐ ☐ ☐</td>
</tr>
<tr>
<td>I am ___ with how well performance evaluations have helped me to do my job better.</td>
<td>Very Satisfied</td>
<td>☐ ☐ ☐ ☐ ☐</td>
</tr>
<tr>
<td>I am ___ with the help that I have received from my supervisor to do a good job.</td>
<td>Dissatisfied</td>
<td>☐ ☐ ☐ ☐ ☐</td>
</tr>
<tr>
<td>I am ___ with understanding what is expected from me in my job.</td>
<td>Not Satisfied or Dissatisfied</td>
<td>☐ ☐ ☐ ☐ ☐</td>
</tr>
<tr>
<td>I am ___ with my ability to influence the way my work is done.</td>
<td>Very Satisfied</td>
<td>☐ ☐ ☐ ☐ ☐</td>
</tr>
<tr>
<td>I am ___ with the freedom I have to express ideas, questions, or concerns to my supervisor.</td>
<td>Dissatisfied</td>
<td>☐ ☐ ☐ ☐ ☐</td>
</tr>
<tr>
<td>I am ___ with the help that I have received from other employees in my department (not my supervisor)</td>
<td>Not Satisfied or Dissatisfied</td>
<td>☐ ☐ ☐ ☐ ☐</td>
</tr>
<tr>
<td>I am ___ with the fairness of my supervisor (in enforcing rules, determining salary raises, recognizing outstanding work, etc.).</td>
<td>Very Satisfied</td>
<td>☐ ☐ ☐ ☐ ☐</td>
</tr>
</tbody>
</table>
What is your gender?
- Female
- Male

What is your age?
- Less than 30
- 30-39
- 40-49
- 50-59
- 60 and over

How would you describe yourself?
- African-American/Black
- American Ind./Native Amer.
- Asian American
- Hispanic/Latino/Latina
- International
- White/Caucasian

How many years have you been employed at BGSU?
- Less than 5
- 5-9
- 10-14
- 15-19
- 20 and over

How many years have you had your current job?
- Less than 5
- 5-9
- 10-14
- 15-19
- 20 and over

What is your employment category?
- Administrative Staff
- Classified Staff

What is your employment status?
- Permanent Full-Time
- Permanent Part-Time
- Temporary Full-Time
- Temporary Part-Time

To what part of BGSU does your office report?
- Financial Affairs (All Departments)
- President’s Office/Spcl. Asst./Gen.Couns./Int.Athletics
- Provost/Acad. Aff.-Arts & Sciences
- Provost/Acad. Aff.-Business Admin.
- Provost/Acad. Aff.-Education & Hum. Dev.
- Provost/Acad. Aff.—Firelands
- Provost/Acad. Aff.—Graduate Coll./SPAR
- Provost/Acad. Aff.—Health & Hum. Serv.
- Provost/Acad. Aff.—Musical Arts
- Provost/Acad. Aff.—Technology
- Provost/Acad. Aff.—Academic Enhancement
- Provost/Acad. Aff.—Facilities Serv.
- Provost/Acad. Aff.—Human Resources
- Provost/Acad. Aff.—Info. Tech. Serv./AVGBU
- Provost/Acad. Aff.—Fin., Aid./Reg & Rec./Admissions
- Provost/Acad. Aff.—All Other Departments
- Student Affairs (All Departments)

---

What is intended are? purpose
build community
suspicion — identity concerns by one
Some may not understand

---

The original document contains handwritten notes, but they are not legible.
ADMINISTRATIVE STAFF FALL RECEPTION

September 29, 1998

3 - 5 PM

(Awards presentation at 4 PM)

Mileti Alumni Center

Refreshments

Welcome- Deb Boyce - 1998-9 Chair, ASC

Recognitions

Duane Whitmire, Past Chair - Presented by Deb Boyce

Judy Donald, Past Secretary- Presented by Joyce Blinn

Recipients ASC Scholarship - Presented by Jim Elsasser

Alison Vogel

Angela Lipscomb

1998 Michael R. Ferrari Award Recipient-
Presented by Tom Glick
Welcome

Glorious Festive Fall Day! They don’t come any more beautiful than this!! My hope is that communication, collaboration, and collegiality will be the hallmarks of this academic year. And that this reception offers a venue to celebrate those 3 c’s if you will.

Recognition

This coming weekend is homecoming at BGSU, and with so many alumni returning to their alma mater, it seems appropriate that we as University administrators also gather together to have a homecoming of sorts. I want to take this opportunity to recognize each of you here today and also recognize all the other administrative staff members who no doubt right now are working hard at their tasks at hand, back in their offices. Thank you for all that you do on behalf of this University, for it is through your efforts that we will move BGSU even closer to becoming the "the premier learning community in Ohio and one of the best in the nation."

This fall reception is traditionally a time where we recognize some very special people.

Indian folklore says that truly, you cannot understand and appreciate a person until you have walked many moons in their moccasins. That adage is one that I work to aspire to in my daily life.

I want to take just a moment to recognize the many individuals who have walked in moccasins much like mine in years prior, representing administrative staff members as Chair of the Administrative Staff Council

Former Chairs

(Carey Brewer) - U. of Cinci

Joe Martini

Greg DeCrane

(Deb Heineman) MCO

Paul Yon

Suzanne Crawford

Pat Fitzgerald

Jill Carr

Greg DeCrane 90-91
Josh Kaplan
Ann Bowers
(Greg Jordan) small college in MI
Pat Green
Brian Benner
Joan Morgan

Which leads me to recognize the person who most recently walked in the moccasins I am wearing now, my moccasin mentor, if you will.

ASC’s theme in 1997-98 was “Action and Success through Collaboration” and Duane Whitmire was a living embodiment of that theme as chair of ASC this past year. On behalf of Administrative Staff Council, this plaque is but a token of our appreciation for your year of service to this University Community as 1997-98 Chair of Administrative Staff Council. Thank You!!

Joyce Blinn

Scholarship Recipients
Jim Elssasser- 1998-99 Chair of the ASC Scholarship Committee, who will recognize 2 of the three recipients of the ASC scholarship.

Ferrari Award Winner
BGSU has many traditions, and one long-standing tradition of administrative staff is that the prior year’s Ferrari Award Recipient introduces the next year’s Ferrari Award recipient. So it is in keeping with that tradition, that I’m pleased to yield the microphone to Tom Glick, BGSU’s 1997 Ferrari Award Winner.

Closing

Special Thank You’s

Members of the ASC Leadership team -- Paul Lopez, Chair Elect and Joyce Blinn, secretary for all their help in putting together today’s reception and awards program.

Marilyn Braatz, along with members of ASC’s External Affairs Committee, Bonita Sanders-Bembry, and University Advancement division’s Development and Alumni Office’s for all the festive fall decorations.
And thanks to each of you! Your committed involvement and service will make a difference in our efforts to improve the quality of life here at Bowling Green State University! I believe Administrative staff members continue to be pivotal agents in enhancing the quality of our program and service initiatives, thereby enhancing and advancing the mission of Bowling Green State University.

I thank you for your service to this University, and I look forward to working with you as chair of ASC in the year ahead!
Deborah S. Boyce, 09/29/98 9:43 AM +0100, 9/29 ASC Agenda

X-Sender: dboyce@mailbox.bgsu.edu (Unverified)
Mime-Version: 1.0
Date: Tue, 29 Sep 1998 09:43:37 +0100
To: dboyce@bgnet.bgsu.edu, llopez@wbgu.bgsu.edu, jblinn@bgnet.bgsu.edu,
whitmire@bgnet.bgsu.edu, rappelb@bgnet.bgsu.edu, pgreen@bgnet.bgsu.edu,
whitnlire@bgnet.bgsu.edu, lwaggon@bgnet.bgsu.edu, wells@opie.bgsu.edu,
mzachar@bgnet.bgsu.edu
From: "Deborah S. Boyce" <dboyce@bgnet.bgsu.edu>
Subject: 9/29 ASC Agenda

Status:

ASC Executive Committee Meeting
Founders Club 57
September 29, 1998
11:45 a.m. - 1:15 p.m.

1. ASC Fall Reception.

2. Issues for Chuck Middleton at 10/1 ASC Mtg:
   - off-campus Internet access-- alternative solutions:
     - ombuds office/conflict mediation centers
     - administrative/divisional review
     - communication
   - [additional notes]


3. BOT mtg. 10/2 -- 1998 - 99 ASC Committee Goals.

4. Educational Forums on Collective Bargaining

4. Other Agenda Items

See you at lunch!

Deb

********************************************************************************
Deborah S. Boyce, APR
Asst. to the Vice President for University Advancement
Doctoral Student, School of Communication Studies
Bowling Green State University
Bowling Green, Ohio 43403-0050
dboyce@bgnet.bgsu.edu
voice: 419.372.2708
fax: 419.372.7697

"Life is like riding a bicycle. You don't fall off
unless you stop pedaling." Claude Pepper
68 passengers

\[
\begin{array}{ccc}
12.55 & 12 \\
25.65 & 25.65 \\
4.24 & 4.24 \\
15.54 & 0
\end{array}
\]

- unlimited users vs. limited access boardings
- whether pay-per-actor - not more households

MW (12.30)

TR

10/1/98 6:06

Pla. - ask
University to encourage fees - part of fees,

- consumer's benefit a good real dividend
- costless, but
- can burden

8:16

balance

B. inequality of:
a. income, terms, resources
b. wealth + the rich

1990's and 2000's

- a) down to understand + use
b) prudent, properly
- understanding
- your values and
- lines for, helps to begin all things
October 2, 1998  BOT Report

First off, I would like to introduce to you Paul Lopez, the Chair-Elect of ASC. Paul is Production Manager at the Tucker Center for Telecommunications, WBGU-TV, our PBS affiliate. Joyce Blinn, from Academic Enhancement is serving as ASC secretary.

It is my hope, as chair of this year's Administrative Staff Council, representing nearly 500 administrative staff members, that Communication, Collaboration, and Collegiality will be the hallmarks of this academic year. Our overriding goal is to get things done and have some fun. So far, we have done a little bit of both.

Before you is the ASC Orientation Guide, which outlines for you the mission, history, and selected accomplishments of ASC. This year we have 9 working committees comprised of the 40 council representatives and 31 at-large administrative staff members who have volunteered their service. Also included in the guide are ASC's 1998-99 Goals, which include continuing to work with the central administration to:

- Implement a Performance-based Merit System – which is somewhat problematic since merit criteria have not yet been developed in each unit or dept.

- Revise the Performance Appraisal Process.

- Develop a Placement and Progression Compensation Plan for Administrative Staff.

- (Continuing to compare BGSU's administrative staff salary levels vis a vis other sister institutions in Ohio.)

- Develop Training and Professional Development Opportunities – which are critical to successful Succession planning.

- Improve Communication among Administrative staff members – using available resources—particularly electronic communication resources—email through our administrative staff listproc and information available on our web page.
• Work to Improve Institutional Culture – BGSU employees need to feel valued.

• Continue Raising Funds for the Administrative Staff Scholarship Fund – with the corpus now stands at nearly $53,000.

• Continue and Enhance Collaborative Enrollment and Retention Initiatives, that were begun last year.

• Work to Keep Constituents Informed and Supportive of Legislative Issues.

• Develop Policies on Administrative Staff Teaching Compensation.

Administrative staff members continue to be pivotal agents in enhancing the quality of our program and service initiatives, thereby enhancing and advancing the mission of Bowling Green State University.

With the infrastructure and desktop initiatives currently underway, technology is being positioned to play a fundamental role in the mission of this learning community. Over the past four years, this University has increasingly encouraged and supported the use of technology as an educational and communication resource by members of this learning community.

Faculty members have been encouraged to extend their reach to students outside of the classroom, and electronic communication is increasingly being used for this end, because one of the very real advantages of using electronic communication technologies is that the venues for dialogue and exchange are expanded beyond the confines of a particular place and time... Students, faculty, and staff now regularly use email, electronic listservs, newsletters and web pages to share information and dialogue with one another.

imposition of a fee for remote access to BGSU's campus network will serve to erode our learning community, by placing an economic barrier in the way of student success, and potentially limiting the current use and expansion of technology for learning and communication. Such a fee will create a have and have not situation, whereby faculty and students will be forced to begin choosing among educational resources, marginalizing those with less ability to pay.
Access to and use of this technology has become an integral part of doing business both inside and outside of the academy. Technology is not a benefit; it is the cost of doing business. ASC, along with other constituent groups have passed resolutions seeking more creative ways of providing high quality, reliable, remote access to students, faculty and staff -- scenarios which we plan to present to the administration in the months ahead.

As BGSU moves closer to becoming the "the premier learning community in Ohio and one of the best in the nation," this institution's programs and service offerings should become a benchmark for other institutions to emulate.

Finally, earlier this week, BGSU's Administrative Staff's gathered for the annual fall reception to renew acquaintances, meet new colleagues, and recognize some special people -- former chairs of ASC, our ASC student scholarship recipients, and present the highest award bestowed upon any administrative staff member—the Michael R. Ferrari Award.

The award winner is one who exhibits exceptional performance, demonstrates a genuine sensitivity to others, is attentive to the growth and development of the University. The recipient must also demonstrate excellence in one or more of the following areas: at least one of the following attributes:

1.) Innovation and Initiative
2.) Performance above and beyond the call of duty
3.) Relationships with the total University Community

This year's winner not only meets, but exceeds all of these criteria. If you haven't already heard, the 1998 Michael R. Ferrari Award winner is John Hartung -- Director of Enrollment and Student Services at Firelands College-- and a 24-year employee of BGSU. He received a recognition plaque, a check for $1,000, will have his photo on display in the Union for one year, and finally, the most coveted prize of all --a reserved parking spot for an entire year! Please offer him your congratulations.

Emerson once said, "Nothing great was ever achieved without enthusiasm." I can assure you that Administrative staff council members have begun this
academic year with much enthusiasm, and I look forward to reporting on our progress in the year ahead!
Resolution on Off-Campus Internet Access

WHEREAS, technology plays a fundamental and indispensable role in fulfilling the mission of the University, and

WHEREAS, faculty, students and staff learn, communicate and conduct University business using technologies available via the campus network, and

WHEREAS, remote access to the campus network enables learning and communication to occur at all hours of the day and night, and

WHEREAS, these activities among and between students, faculty and staff do occur at all hours of the day and night, and

WHEREAS, the University has, over the past four years, increasingly encouraged and supported the use of the campus network as a learning and communications tool, and

WHEREAS, the University has provided remote access to the campus network at no additional cost during this period of increased encouragement and support, and

WHEREAS, free off-campus internet access is available at Denison University, the University of Akron, Wright State University, the University of Cincinnati, Central State University, Ashland University, Miami University of Ohio, Cleveland State University, the University of Toledo, the University of Michigan and Kent State University, and

WHEREAS, the imposition of a fee for remote access to the campus network has the potential to limit the current use and expansion of technology for learning and communication, and

WHEREAS, any fee for off-campus internet access may marginalize those with less ability to pay for this service, and

WHEREAS, current undergraduate students are already assessed a fee for the use of technology and have also been assessed an increase in tuition and fees for the 1998-99 academic year, and

WHEREAS, there was an inadequate dialogue between the central administration and the University community via the five constituent groups about off-campus internet access fees, and
WHEREAS, as BGSU defines itself as a premier learning community, it should establish policies and procedures that other institutions would want to emulate, and

BE IT RESOLVED, that because remote access to the campus network is a common and daily part of the University’s educational and business activities, the off-campus computer access fee be eliminated, and

BE IT FURTHER RESOLVED, that the leadership of all constituent groups work with the central administration to promptly identify ways to provide high quality, reliable, remote access at no additional cost to students, faculty and staff, and

BE IT FURTHER RESOLVED, that the central administration include all constituent groups in planning and implementation of current and future technology initiatives.
Deborah S. Boyce, 10/13/98 10:25 AM +0100, 10/13 ASC Agenda

X-Sender: dboyce@mailbox.bgsu.edu
Mime-Version: 1.0
Date: Tue, 13 Oct 1998 10:25:59 +0100
To: dboyce@bgnet.bgsu.edu, llopez@wbgu.bgsu.edu, jblinn@bgnet.bgsu.edu, whittmire@bgnet.bgsu.edu, rappelb@bgnet.bgsu.edu, pgreen@bgnet.bgsu.edu, lhamilt@bgnet.bgsu.edu, lwaggon@bgnet.bgsu.edu, wells@opie.bgsu.edu, mzchar@bgnet.bgsu.edu
From: "Deborah S. Boyce" <dboyce@bgnet.bgsu.edu>
Subject: 10/13 ASC Agenda

Status:

ASC Executive Committee Meeting
Founders Club 57
October 13, 1998
11:45 a.m. - 1:15 p.m.

1. Review 10/1 ASC Mtg with Chuck: Middleton
   a. 100% merit -- and the need to address placement issues first
   b. off-campus Internet access -- alternative solutions
   c. ombuds vs. conflict mediation center(s) -- rationale & implementation concerns
   d. communication
   e. administrative program review

2. BOT Update

3. Issues for "Open Agenda" Mtg. with President on 10/15

4. Guests for 11/5 and 12/3 ASC meetings -- Sidney will try to come to one

5. Other Agenda Items.

See you at lunch!

Deb

Deborah S. Boyce, APR
Asst. to the Vice President for University Advancement
Doctoral Student, School of Communication Studies
Bowling Green State University
Bowling Green, Ohio 43403-0050
dboyce@bgnet.bgsu.edu
voice: 419.372.2708
fax: 419.372.7697

"Life is like riding a bicycle. You don't fall off unless you stop pedaling." Claude Pepper
Email - Hope easy suggestions

Sirs, Intention to start new year in

Bun 1000

committee will try to ensure

Adele Brown

more -

discouraged to begin

- evidence

- temporary

- keep board

Be ahead

downs

mainstream

get in there

3 Pet

budget

ID. 81216
Hi Chuck,

We are looking forward to having you join us at the Administrative Staff Council Meeting on Thursday, October 2, in the Alumni Room, University Union. As our guest speaker, you will be first on the agenda, following introductions of the ASC reps. There are several issues that you may wish to address, including the following topics that came up at our recent ASC Exec meeting:

1. 100% Merit - and the need to address administrative staff members' placement in the salary grades first;

2. Faculty/Staff Compensation - the President has already begun dialogue with the Faculty Senate leadership. Administrative and classified staff need to be included in that dialogue;

3. Off-campus Internet Access - the administration's openness to alternative solutions;

4. Ombuds Office vs. Mediation Centers - rationale behind both and logistical implementation concerns;

5. Administrative Program Review - academic depts. have undergone periodic review through North Central Accreditation reviews; systematic program review is new to administrative units;

6. Communication - information flow and opportunities for dialogue.

Thank you for taking the time to meet with us. Look forward to seeing you then!

Deb
John Daffy (1974)

We don't have, then, cultural differences for performing art-aircraft.
Administrative Staff Council Meeting
Alumni Room - University Union
1:30-3:00 PM
Thursday, October 1

1. Call to Order

2. Introduction of Substitutes

3. Approval of Minutes

4. Guest Speaker - Dr. Charles Middleton

5. Chair's Report

6. Chair-Elect's Report

7. Secretary's Report

8. Committee Reports
   - Amendments
   - External Affairs
   - Awards and Special Recognition
   - Internal Affairs
   - Personnel Welfare
   - Professional Development
   - Salary
   - Scholarship - Dr. M. E.

Ad Hoc Committee on Administrative Staff Teaching Compensation Policies

Old Business
New Business
Good of the Order
Adjourn
AGENDA FOR OCTOBER 1, 1998 ASC MEETING

Alumni Room University Union

1:30-3:00

1. Call to Order
2. Introduction of Substitutes
3. Approval of Minutes
4. Guest Speaker- Dr. Charles Middleton
5. Chair’s Report
6. Chair-Elect’s Report
7. Secretary’s Report
8. Committee Reports
   Amendments
   External Affairs
   Awards and Special Recognition
   Internal Affairs
   Personnel Welfare
   Professional Development
   Salary
   Scholarship
   Ad Hoc Committee on Administrative Staff Teaching Compensation Policies
9. Old Business
10. New Business
11. Good of the Order
12. Adjourn
10/1/98

Middletown, now in accomplishment
by people of this university
presented. seek to achieve groups - 1/2 full K group
first. seek to achieve goals of equal educational
community. 1st year college, freshmen: 20-22%.
Success. lack of full, ambition, I

Change etc. paradigm issues that may not
lead to projection.

- Communication, no communication. I
reference the initial. be
say what they think.

Still administration is great. It's discussed
and others. can administrators change - not want highly
centralized organization.

- UNL Badgering Committee rep. by ASC
- Provosts? Box 
- change 
- dist. to (154) 580-4111

Thus far.
Hi Deb and Jay:

As you know, we have pretty good data through Ohio State's research regarding faculty compensation within the various ranks (Instructor, Lecturer, Asst. Professor, Assoc. Professor, and Professor) at our most comparable Doctoral institutions (Res. II, Doc I and Doc. II).

Currently however, we have less informative data regarding classified and administrative staff. With this in mind, the President would like to know how the CSC and ASC would like to proceed. From my understanding, he would like you each to recommend one staff member to serve on the compensation working groups for CS and AS. He asks that this individual be able to really understand the data as the President wants the individuals that serve on these working groups to be able to gather a good amount of data, providing the President with as much information as possible. Due to the fact that our data in the faculty area is fairly extensive, I'm not including Veronica in this e-mail. Just wanted you both to understand why only two of the employee constituent leaders were included in this e-mail.

Also, The President would like for you to submit to me how you Jay believe CS would like to proceed and you Deb, how AS would like to proceed. Not volumes of information but rather, condensed specific bullet points of issues:

perhaps for AS, some of the issues MIGHT be: placement and coming up with ways to address penetration within ranges; and looking at coming up with data comparable to the faculty AAUP data...maybe CUPA data...

and possibly some of the issues facing CS MIGHT be benchmarks and using the local labor market, also looking at some performance component to compensation.

I recall some of these points as issues raised at our lunches together (with ASC leadership) and recently with CSC leadership this fall.

Given compensation issues related specifically to your employee groups, and drawing upon your recall of any all conversations with your constituents regarding compensation, please submit a one page of clear bullets of your ideas for proceeding. The turn around time is quick here, so I ask that you try to get this off to me (fax it (2-5446) or send it via a word (mac) attachment on e-mail . Soon as the President would like this by the end of the week. Sorry about the turn around time, but we'd like to get moving on this.

Thanks Deb and Jay for all of your hard work and of course for your spirited leadership.
Eileen G. Sullivan, Ph.D.
Interim Special Assistant to the President
Bowling Green State University
220 McFall Center
Bowling Green, OH 43403
Phone: (419) 372-0467
FAX: (419) 372-8446
E-mail: gannons@bgsu.edu

Eileen

Eileen G. Sullivan, 10/27/98 10:27 PM +0100, Re: compensation

Placements - longevity
Earnings - skill set/compensating factors
Compensation - market value

I suggest the following:

1. CUPA data is reliable and can be used to support our case.
2. The analysis should be based on current market data.
3. The committee should work with the administration to ensure consistency.
4. The final decision will be reviewed by the board.

Printed for "Deborah S. Boyce" <dboyce@bgsu.edu>
What will be the processes by which evaluate market revenue of persistent range are uncertain.
October 27, 1998

Provost Charles Middleton
McFall Center
Bowling Green State University
Bowling Green, OH 43403

Dear Chuck:

The retired faculty are most appreciative of the parking privileges granted them upon retirement. It is very possibly the most valuable benefit they receive from the University. However, the Bowling Green Retirees Association (BGSURA) has as members not only faculty but also administrative and classified staff who do not receive this privilege. On behalf of BGSURA's board and members, I am requesting that the University provide past and future administrative and classified retirees identical parking privileges. The reasons for this request are the following:

1. Administrative and classified staff contribute greatly to the well-being of the University. Without their contributions, the University's teaching, research and service missions could not be fulfilled. It seems only fair then that they, upon retirement, receive a metal parking tag which permits them to park in faculty and staff lots.

2. BGSURA has as members all of the University's retired employees. It is our objective to have retired faculty, administrative and classified staff participate equally in our organization. With a parking tag, administrative and classified staff are more likely to become involved and feel they are a part of our organization. We are trying to counter the feeling among classified and administrative staff that they are less than equal members of the University community. A metal parking tag is a simple gesture that would improve the sense of community on the campus.

3. This administrative and classified staff benefit will neither be costly nor disruptive of campus activities since retirees are seldom on campus and when they do appear it is not in numbers large enough to displace daily parking activities. If the distribution of tags poses a problem we would be pleased to assist in resolving these difficulties.

I have discussed this request with Deborah Boyce and Jay Samalak, the respective Chairs of the Administrative and Classified Staff and also with Veronica Gold. The proposal has received overwhelming support. In fairness to all members of the
academic community, I urge your approval and implementation of this recommendation. I would appreciate the opportunity to discuss this suggestion with you at your convenience.

Sincerely yours,

Ramona Cormier
President, Bowling Green Retirees Association

cc Deborah Boyce
    Veronica Gold
    Jay Samelak
ASC Executive Committee Meeting  
Founders Club 57  
October 27, 1998  
11:30 a.m. – 1:15ish p.m.

1. Discussion of PWC's Work on Placement/Progression:
   a. Rationale Document
   b. Scenarios 1, 2, and 3

2. Review of "Open Agenda" Mtg. with President on 10/15.

3. Agenda Items for 11/5 ASC Mtg.
   a. Guest -- Sidney Ribeau from 1:30-2:20 p.m.
   b. New Business
   c. Guest for 12/3 ASC meeting

4. BOT Mtg. 11/6

5. Other Agenda Items.

Given the heavy agenda, we will try to start the meeting earlier. I will assume you all have been able to print out the documents to be discussed. See you soon!

Deb
October 16, 1998

MEMORANDUM

TO: Veronica Gold, Chair, Faculty Senate
    Jay Samelak, Chair, Classified Staff Council
    Deborah Boyce, Chair, Administrative Staff Council

FROM: Deborah Magrum
       Secretary to the Board of Trustees

RE: Employee Compensation Discussion

This is to notify you that employee compensation will be a discussion item on the proposed agenda for the Board of Trustees Financial Affairs/Facilities Committee meeting on November 6.

xc: Michael Marsh, Chair, Board of Trustees
    David Bryan, Chair, Financial Affairs/Facilities Committee
    Sidney Ribeau, President
Feedback on Proposed 1998-99 ASC Goals
By Former ASC Chairs and
ASC Executive Committee

• Implement a Performance-based Merit System.

Need more time to develop a system.
Need a different process than the performance evaluation process.
We need to define merit, layout steps and the parameters of the discussion.
If yearly objectives are met, that should be considered meritorious performance.
Definitions need to be simple and concise.
Take 10 positions & describe meritorious performance in performance evaluations.

• Revise the Performance Appraisal Process.

"Pitch" the Performance Appraisal Process.
Need new forms and a more efficient process.
Establish timetable on status of the evaluation of the Performance Appraisal process and share with staff.
Staff need to know on 7/1/98 what they will need to do to earn merit on 6/30/99.
Check out the Administrative Staff handbook wrt review process outlined as guidelines.
Need conversations with central administration to get them on board with process.

• Develop a Placement and Progression Compensation Plan for Administrative Staff.

The BOT needs to be educated concerning placement/progression issues.
Fairness issue—what values are we promoting? Do we value experience? Loyalty?
Hires after Jan. 1 are penalized financially with pro-rated increases. July hires are not.
Need to document the effects of the compensation plan — salary compression in some areas, people leaving in others, new hires hired at midpoint or above the midpoint while current employees remain below midpoint.

• Develop Training and Professional Development Opportunities.

Succession planning is needed.
Do we value people who do their job well?

• Improve Communication among Administrative staff members.

Final reports of committees need to be shared, e.g. Building Community.
Academic advising information needs to be better shared.
Exit interviews with people who leave BGSU — we need to know why they leave.
• Work to Improve Institutional Culture.

BOT should not announce % increase of pool, rather a $ amount for merit increases. Using merit pool money for equity adjustments is discriminatory – should be 2 separate pools of money.
Hiring practices across campus remain inconsistent -- some hire without searches, other areas cannot.
Administrative staff are not rewarded for performing new duties. Classified staff assume duties, then get re-classified.
Employees do not feel valued.

• Continue Raising Funds for the Administrative Staff Scholarship Fund.

• Continue and Enhance Collaborative Enrollment and Retention Initiatives.

Need overall umbrella for retention efforts.
Must be a University-wide initiative.
Administrative staff members are not being utilized in latest initiatives, e.g., Student Success Committee headed up by Lee Meserve and other faculty members.
Need to examine best retention practices on this campus and on other campuses.

• Work to Keep Constituents Informed and Supportive of Legislative Issues.

• Develop Policies on Administrative Staff Teaching Compensation.

Part-time, credentialed, faculty members should get same pay; this is a grievable issue.

Other items/concerns--

• Collective Bargaining Educational Forum — tabled by ASC Executive Committee. Item is under consideration by the Constituent Group Caucus.


• Process of moving suggestions through central administration, then on to the BOT for action. When items are amended by administration or BOT, items should be tabled by ASC leadership at or prior to the BOT meeting and brought back to ASC Exec + ASC membership for reworking/re-vote.

• Liaison with President's Office and/or Provost's Office?

• Equal time is needed with President (Faculty Senate meets 1x month with President, every 2 weeks with Provost).
Rationale for Placement/Progression in the Administrative Staff Compensation Plan
Draft changes October 22, 1998

The Administrative Staff Compensation Plan is working well. Since implementation in 1995, positions have been assigned grade levels and new employees are being hired at competitive salaries. In addition, equitable policies and procedures have been developed and operationalized to insure continued success of the Plan.

Some aspects of the Compensation Plan still need the development of policies. Progression through the pay range is one. Fine tuning the Compensation Plan to work in conjunction with the 100% merit-based performance policy also needs to be addressed. However, in order for policies to be developed on these aspects of the Plan, placement within the pay ranges must be adjusted. During this past year, the Administrative Staff Personnel Welfare Committee (PWC) and Human Resources (HR) began compiling data and are in the process of updating the data and completing the analysis of administrative staff’s placement within the pay ranges.

With the implementation of the Compensation Plan, the Mercer consultants for the project indicated that it is typical for employees to progress to the first quartile in a pay range within four to six years and to the midpoint within 7-9 years. Working from this assumption, our data indicate that about one third of administrative staff, employed at Bowling Green prior to implementation of the Plan, are not placed correctly within their ranges according to these guidelines recommended by Mercer. This group of people includes administrative staff members who have received all possible merit increases since their employment with BGSU. Therefore, administrative staff members’ placement in the range is not due to performance but due to a variety of reasons, which include:

- lack of a compensation plan
- low hiring salaries
- several years of no raises
- less than adequate market adjustments.

The Administrative Staff Personnel Welfare Committee (PWC) recommends the following be implemented for administrative staff:

- those employed with BGSU for four to six years receive salary adjustments to the first quartile
- those employed with BGSU for seven years and more receive salary adjustments to the midpoint.

This would be a one-time adjustment of salaries and would place all administrative staff on an equal par as we move toward 100% merit-based performance.
Attached are several scenarios recommending ways to correct the placement issues and to operationalize other necessary aspects of the Plan. The scenarios include a one-year, two-year, and three-year plan to implement the recommendation for salary adjustment. With each scenario, the associated cost is included based on data retrieved October 1998.

In the scenarios provided, the following factors are constant:

- PWC, on behalf of administrative staff, assumes funds used to correct placement should be allocated from sources other than future administrative salary increases.

- The movement of the pay ranges (currently 1% less than salary increase) is frozen until correct staff placement in the ranges is achieved based on one of the scenarios. Then, a market survey is conducted for the whole compensation structure, and the ranges are adjusted accordingly. Future movement of the pay ranges is based on a market survey conducted by Human Resources every three years. Therefore, ranges will be frozen for two years and adjusted in the third based on the results of the market survey.

- Once the placement issue is corrected, progression through pay ranges is by merit.

- With the implementation of the 100% merit-based performance policy, Human Resources, in conjunction with PWC, will develop a Bonus policy plan this year and communicate it to administrative staff and their supervisors. A bonus is a one-time monetary reward not added to the base pay.

PWC recommends that scenario one be implemented. In this scenario all salary placement adjustments are made at one time. This current year is the best time to correct these placement issues before 100% merit is implemented for the 1999 salary year.

In anticipation of correcting of these placement issues, the following will be identified by Human Resources:

- all administrative staff with four or more years of service who are not appropriately placed in the pay range (these staff members have already been identified already based on the 1997-98 salary year)
- the amount of money necessary to make the correction for each administrative staff member
- the projected date of correct placement for each administrative staff member

It is assumed that the amount of money necessary to make these adjustments will fluctuate due to normal attrition, retirement, correct placement in the range due to promotion, freezing of the pay ranges, or larger merit increase initiated by departments. Human Resources will track these changes and update as necessary.
### Scenario 1

**Correction of placement in the ranges is done at one time**

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<td>Merit Policy - implemented &amp; operationalized</td>
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<tr>
<td>Placement in the range - all done at one time</td>
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<td>Freeze the movement of the range</td>
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<td>Policy needs to be developed to address movement of the pay range</td>
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<td>Market Review - with Mercer</td>
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<td>Pay range move due to market review</td>
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<td>Performance Evaluation Tool</td>
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<td>Evaluate effectiveness</td>
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<td>Re-Develop with rating for merit</td>
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<td>Departments identify merit criteria</td>
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<td>Development of Bonus Plan - HR</td>
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**Funding needed to make more people in the range is allocated from sources other than future administrative salaries**

**Estimated figure pending verification**
## Scenario 2

**2 year scenario-placement in the range is accomplished over two years**

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<th>Year</th>
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<tbody>
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<td>Placement in the range</td>
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<td>First year - 10 years to midpoint</td>
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<td>Second year - 4-6 to 1st quartile and 7-9 to midpoint</td>
<td>$230,832</td>
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<td>Ment Policy - includes implementation and operationalize</td>
<td>partial</td>
<td>criteria/Training</td>
<td>100%</td>
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<td>Freeze the movement of the range</td>
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<td>Pay range move due to market review</td>
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<td>Performance Evaluation Tool</td>
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<td>New tool utilized</td>
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<td>Merit-100%</td>
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<tr>
<td>Correction in the first year is for administrative staff members who have worked at BGSU for &gt;10 years and are not at the midpoint, be moved to midpoint.</td>
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<tr>
<td>Correction of placement in the second year is for administrative staff members who have worked at BGSU between 4-8 years. Those with 4-6 years are moved to the 1st quartile with those with 7-9 be moved to the midpoint.</td>
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</tbody>
</table>
**Scenario 3**

3 year scenario - placement in the range is accomplished over 3 years

<table>
<thead>
<tr>
<th>Form and Merit</th>
<th>Year</th>
<th>Cost</th>
<th>Year</th>
<th>Cost</th>
<th>Year</th>
<th>Cost</th>
<th>Year</th>
<th>Cost</th>
<th>Year</th>
</tr>
</thead>
</table>

**Placement in the range**
- First year - 10 yrs. to midpoint
- Second year - 7-9 yrs. to midpoint
- Third year - 4-6 yrs. to first quartile

**Merit Policy - includes implementation and operationalize**
- Partial dev. criteria 100%

**Freeze the movement of the range**
- Policy needs to be developed
- To address movement of the pay range

**Market Review**
- Pay range move due to market review

**Performance Evaluation Tool**
- Evaluate effectiveness

**New tool utilized**
- Form and merit

**Merit-100%**

**Development of Bonus Plan - HR**

---

*Funding needed to make move people in the range is allocated from sources other than future administrative salaries.

Correction of placement in the first year is for administrative staff members who have worked at BGSU for > 10 yrs. & are not at the midpoint, be moved to midpoint.

Correction of placement in the second year is for administrative staff members who have worked at BGSU for 7-9 yrs. & are not at the midpoint, be moved to midpoint.

Correction of placement in the third year is for administrative staff members who have worked at BGSU for 3-6 years and are not at the 1st quartile, be moved to 1st quartile.
Rationale for Placement/Progression in the Administrative Staff Compensation Plan

Draft changes October 22, 1998

The Administrative Staff Compensation Plan is working well. Since implementation in 1995, positions have been assigned grade levels and new employees are being hired at competitive salaries. In addition, equitable policies and procedures have been developed and operationalized to insure continued success of the Plan.

Some aspects of the Compensation Plan still need the development of policies. Progression through the pay range is one. Fine tuning the Compensation Plan to work in conjunction with the 100% merit-based performance policy also needs to be addressed. However, in order for policies to be developed on these aspects of the Plan, placement within the pay ranges must be adjusted. During this past year, the Administrative Staff Personnel Welfare Committee (PWJC) and Human Resources (HR) began compiling data and are in the process of updating the data and completing the analysis of administrative staff’s placement within the pay ranges.

With the implementation of the Compensation Plan, the Mercer consultants for the project indicated that guidelines associated with compensation plan placement within the pay ranges, indicate it is typical for employees to progress to the first quartile in a pay range within four to six years and to the midpoint within 7-9 years. Working from this assumption, our data indicate that about one third of administrative staff, employed at Bowling Green prior to implementation of the Plan, are not placed correctly within their ranges according to these assumed guidelines recommended by Mercer. This group of people includes administrative staff members who have received all possible merit increases since their employment with BGSU. Therefore, administrative staff members’ placement in the range is not due to performance placement issues not due to performance but are due to a variety of reasons, which include:

- lack of a compensation plan
- low hiring salaries
- several years of no raises
- less than adequate market adjustments

The Administrative Staff Personnel Welfare Committee (PWJC) in conjunction with Human Resources, recommends the following be implemented for administrative staff:

- those employed with BGSU for four to six years receive salary adjustments to the first quartile
- those employed with BGSU for seven years and more receive salary adjustments to the midpoint.

This would be a one-time adjustment of salaries and would place all administrative staff on an equal par as we move toward 100% merit-based performance.
Attached are several scenarios recommending ways to correct the placement issues and to operationalize other necessary aspects of the Plan. The scenarios include a one-year, two-year, and three-year plan to implement the recommendation for salary adjustment. With each scenario, the associated cost is included based on data retrieved October 1998.

In the scenarios provided, the following factors are constant:

- PWC, on behalf of administrative staff, assures funds used to correct placement should be allocated from sources other than future administrative salary increases.

- The movement of the pay ranges (currently 1% less than salary increase) is frozen until correct staff placement in the ranges is achieved based on one of the scenarios. Then, a market survey is conducted for the whole compensation structure, and the ranges are adjusted accordingly. Future movement of the pay ranges is based on a market survey conducted by Human Resources every three years. Therefore, ranges will be frozen for two years and adjusted in the third based on the results of the market survey.

Once the placement issue is corrected, progression through pay ranges is by merit.

- With the implementation of the 100% merit-based performance policy, Human Resources, in conjunction with PWC, will develop a bonus policy plan this year and communicate it to administrative staff and their supervisors. A bonus is a one-time monetary reward not added to the base pay.

PWC recommends that scenario one be implemented. In this scenario, all salary placement adjustments are made at one time. This current year is the best time to correct these placement issues before 100% merits implemented for the 1999 salary year.

In anticipation of correcting these placement issues, the following will be identified by Human Resources:

- all administrative staff with four or more years of service who are not appropriately placed in the pay range (these staff members have already been identified based on the 1997-98 salary year)
- the amount of money necessary to make the correction for each administrative staff member
- the projected date of correct placement for each administrative staff member

It is assumed that the amount of money necessary to make these adjustments will fluctuate due to normal attrition, retirement, correct placement in the range due to promotion, freezing of the pay ranges, or larger merit increase initiated by departments. Human Resources will track these changes and update as necessary.
10/15 Agenda for Meeting with Sidney

a. communication -- discerning mixed messages
   - “open” meetings for faculty/staff with the President = faculty first
   - reporting Pres. already begun working on compensation plan with Senate leadership
   - 10/1 no position on ombuds/conflict mediation centers, then 10/2 GSS reports proposal favorably reviewed by provost, deans council and SEC

b. faculty-staff compensation -- President's intentions -- blue-ribbon panel favored by provost, deans council and SEC

c. 100% merit the need to address placement issues first
   - establishing administrative department/unit specific criteria
   - administrative directive from HR to dept/units indicating
   - merit guidelines are to be developed in a collaborative and consensual process among all unit staff within a given timeframe. Once signed off by staff, forward to HR which will be a clearinghouse for merit criteria.
   - distinction between career-based merit placement and placement based on longevity at BGSU

d. ombuds vs. conflict mediation center(s) -- rationale & implementation concerns

e. BGNet Access
   - off-campus Internet access increase in November vis a vis limited access to BGNet now on campus
   - central administration pull together group to propose alternative solutions?

f. morale -- institutional climate -- employees need to feel valued
   - ameliorating the placement issue;
   - more collaborative approach to initiatives (technology, ombuds office/mediation centers student success/retention, e.g. PLUS program;
   - supporting infrastructure (maintenance support needed); President being more visible/accessible to staff;
   - alleviating stress from accelerating pace of change and increased job responsibilities;
   - freeing staff to support new mentoring initiatives.
b. Administrative staff hiring concerns
   - amount of time taken from submission of position questionnaire to HR and eventual posting of the position
   - amount of time from posting of position to making offer
   - will ASC Review Team hinder the process even more?
   - update on that team's status.

c. Has a committee been established to examine part-time employee benefits? (for AS, CS, and F?)

---

10/15 Agenda for Meeting with Chuck and Becca

100% merit -- the need to address placement issues first:
- establishing administrative department/unit specific criteria
- administrative directive from HR to dept/units indicating
- merit guidelines are to be developed in a collaborative and consensual process among all unit staff within a given timeframe. Once signed off by staff, forward to HR which will be a clearinghouse for merit criteria.
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   - will ASC Review Team hinder the process even more?
   - update on that team's status.

c. Has a committee been established to examine part-time employee benefits? (for AS, CS, and F?)

---

BGNet Access
- difficult to get access on-campus now, with limited off-campus use
- creative solutions group

---

Need to define inequities - peer groups - benchmarks - peer institutions

Research
The Administrative Staff Compensation Plan is working well. Since implementation in 1995, positions have been assigned grade levels and new employees are being hired at competitive salaries. In addition, equitable policies and procedures have been developed and operationalized to insure continued success of the Plan.

Some aspects of the Compensation Plan still need the development of policies. Progression through the pay range is one. Fine tuning the Compensation Plan to work in conjunction with the 100% merit-based performance policy also needs to be addressed. However, in order for policies to be developed on these aspects of the Plan, placement within the pay ranges must be adjusted. During this past year, the Administrative Staff Personnel Welfare Committee (PWC) and Human Resources (HR) began compiling data and are in the process of updating the data and completing the analysis of administrative staff's placement within the pay ranges.

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PWC recommends that scenario one be implemented. In this scenario all salary placement adjustments are made at one time. This current year is the best time to correct these placement issues before 100% merit is implemented for the 1999 salary year.

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### Scenario 1

**Correction of placement in the ranges is done at one time**

<table>
<thead>
<tr>
<th>Year</th>
<th>Cost</th>
<th>Year</th>
<th>Year</th>
<th>Year</th>
<th>Year</th>
<th>Year</th>
</tr>
</thead>
</table>

**Merit Policy - implemented & operationalized**
- x

**Placement in the range - all done at one time**
- 100%
- $45144
- See** below

**Freeze the movement of the range**
- Policy needs to be developed
- x

**Market Review - with Mercer**
- x

**Pay range move due to market review**
- x

**Performance Evaluation Tool**
- Evaluate effectiveness
- x

**Merit-100%**
- x

**Development of Bonus Plan - HR**
- x

**Funding needed to make move people in the range is allocated from sources other than future administrative salaries**

**Estimated figure pending verification**
## Scenario 2

**2 year scenario-placement in the range is accomplished over two years**

<table>
<thead>
<tr>
<th></th>
<th>Year</th>
<th>Cost</th>
<th>Year</th>
<th>Cost</th>
<th>Year</th>
<th>Year</th>
<th>Year</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Placement in the range</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>First year - 10 years to midpoint</td>
<td></td>
<td>$264,315$</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Second year - 4-8 to 1st quartile and 7-9 to midpoint</td>
<td></td>
<td>$270,852$</td>
<td></td>
<td></td>
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<tr>
<td>Merit Policy - includes implementation and operationalize</td>
<td></td>
<td>partial criteria/Training</td>
<td></td>
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<tr>
<td>Freeze movement of the range</td>
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<tr>
<td>Policy needs to be developed to address movement of the pay range</td>
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<td>Market Review</td>
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<td>x</td>
</tr>
<tr>
<td>Pay range move due to market review</td>
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<td>x</td>
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<td></td>
</tr>
<tr>
<td>Re-Develop with rating for merit</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
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<tr>
<td>Departments Identify merit criteria</td>
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<td></td>
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<tr>
<td>Training of all supervisors regarding form and merit</td>
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<tr>
<td>New tool utilized</td>
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<tr>
<td>Merit-100%</td>
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<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Development of Bonus Plan - HR</td>
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</tbody>
</table>

*Approximate figures based on verification

**Funding needed to make move people in the range is allocated from sources other than future administrative salaries**

**Correlation in the first year is for administrative staff members who have worked at EGCU for >10 years and are not at the midpoint, be moved to midpoint.**

**Correction of placement in the second year is for administrative staff members who have worked for EGCU between 1-9 years. Those with 1-6 years are moved to the 1st quartile with those with 7-9 be moved to the midpoint.**
### Scenario 3

**3 year scenario - placement in the range is accomplished over 3 years**

<table>
<thead>
<tr>
<th>Year</th>
<th>Cost</th>
<th>Year</th>
<th>Cost</th>
<th>Year</th>
<th>Cost</th>
<th>Year</th>
<th>Year</th>
<th>Year</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Placement in the range</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>First year - 10+ years to midpoint</td>
<td>x</td>
<td>$284,312*</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Second year - 7-9 years to midpoint</td>
<td>x</td>
<td>$415,166*</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Third year - 4-6 years to first quartile</td>
<td><strong>See below</strong></td>
<td>x</td>
<td>$88,646*</td>
<td></td>
<td></td>
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<tr>
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<td>Freeze the movement of the range</td>
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<td>x</td>
<td>x</td>
<td>x</td>
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<td>implement</td>
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<tr>
<td>to address movement of the pay range</td>
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<tr>
<td>Market Review</td>
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<td></td>
<td>x</td>
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<tr>
<td>Pay range move due to market review</td>
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<tr>
<td>Performance Evaluation Tool</td>
<td>Evaluate effectiveness</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Re-Develop with rating for merit</td>
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<td>x</td>
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<tr>
<td>Departments identify merit criteria</td>
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<td></td>
<td></td>
<td></td>
<td>x</td>
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<tr>
<td>Training of all supervisors regarding form and merit</td>
<td></td>
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<td>x</td>
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<tr>
<td>New tool utilized</td>
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<td></td>
<td></td>
<td>x</td>
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<tr>
<td>Merit-100%</td>
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<td></td>
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<td>x</td>
<td></td>
</tr>
<tr>
<td>Development of Bonus Plan - HR</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>x</td>
</tr>
</tbody>
</table>

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Correction of placement in the first year is for administrative staff members who have worked at BGSSU for > 10 yrs, x is not at the midpoint, its moved to midpoint.

Correction of placement in the second year is for administrative staff members who have worked at BGSSU for 7-9 yrs, x are not at the midpoint, be moved to midpoint.

Correction of placement in the third year is for administrative staff members who have worked at BGSSU for 4-6 years and are not at the 1st quartile, be moved to first quartile.
**Scenario 1**

**Correction of placement in the ranges is done at one time**

<table>
<thead>
<tr>
<th></th>
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<th></th>
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</thead>
<tbody>
<tr>
<td>Year</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Cost</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Merit Policy - implemented &amp; operationalized</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Placement in the range-all done at one time</td>
<td>100% 495144*</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Freezethe movement of the range</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Policy needs to be developed</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>to address movement of the pay range</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Market Review with Mercer</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pay range move due to market review</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance Evaluation Tool</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evaluate effectiveness</td>
<td>x</td>
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<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Re-Develop with rating for merit</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Departments identify merit criteria</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training of all supervisors regarding form and merit</td>
<td>x</td>
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<tr>
<td>Merit-100%</td>
<td>x</td>
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<tr>
<td>Development of Bonus Plan -HR</td>
<td>x</td>
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</tbody>
</table>

**Note:**

**Funding needed to make more people in the range is allocated from sources other than future administrative salaries**

**Estimated figure pending verification**
Scenario 2

2 year scenario-placement in the range is accomplished over two years

<table>
<thead>
<tr>
<th>Placement in the range</th>
<th>Year</th>
<th>Cost</th>
<th>Year</th>
<th>Cost</th>
<th>Year</th>
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<th>Year</th>
<th>Cost</th>
<th>Year</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>First year - 10 years to midpoint</td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
<td>See &quot; below</td>
<td>See &quot; below</td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>Second year - 4-6 to 1st quartile and 7-9 to midpoint</td>
<td>See &quot; below</td>
<td>$230,832*</td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
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<tr>
<td>Merit Policy - includes implementation and operationalize</td>
<td>partial criteria/Training</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
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</tr>
<tr>
<td>Freeze the movement of the range</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
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<tr>
<td>Market Review</td>
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<tr>
<td>Pay range move due to market review</td>
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<td>Performance Evaluation Tool</td>
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<tr>
<td>Evaluate effectiveness</td>
<td>x</td>
<td>x</td>
<td>x</td>
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<td>x</td>
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<tr>
<td>Re-Develop with rating for merit</td>
<td>x</td>
<td>x</td>
<td>x</td>
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<td>x</td>
<td>x</td>
<td>x</td>
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<tr>
<td>Departments identify merit criteria</td>
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<td>x</td>
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<tr>
<td>Training of all supervisors regarding form and merit</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
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</tr>
<tr>
<td>New tool utilized</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
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<tr>
<td>Merit</td>
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<td>x</td>
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<tr>
<td>Merit-100%</td>
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<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
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<tr>
<td>Development of Bonus Plan -HR</td>
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<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
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</tbody>
</table>
|*Approximate figures based on verification**Funding needed to make move people in the range is allocated from sources other than future administrative salaries**

Correction in the first year is for administrative staff members who have worked at BGSU for > 10 years and are not at the midpoint, be moved to midpoint.

Correction of placement in the second year is for administrative staff members who have worked for BGSU between 4-9 years. Those with 4-6 years are moved to the 1st quartile with those with 7-9 be moved to the midpoint.
### Scenario 3

**3 year scenario - placement in the range is accomplished over 3 years**

<table>
<thead>
<tr>
<th>Year</th>
<th>Cost</th>
<th>Year</th>
<th>Cost</th>
<th>Year</th>
<th>Cost</th>
<th>Year</th>
<th>Year</th>
</tr>
</thead>
</table>

**Placement in the range**
- First year - 10+ years to midpoint
  - x $264,313*
- Second year - 7-9 years to midpoint
  - "See below" x $145,135*
- Third year - 4-6 years to first quartile
  - "See below" x $65,346*

**Merit Policy - includes implementation**
- partial dev. criteria 100%

**Freeze the movement of the range**
- Policy needs to be developed x x x
- to address movement of the pay range

**Market Review**
- Complete x

**Pay range move due to market review**
- x

**Performance Evaluation Tool**
- Evaluate effectiveness x
- Re-Develop with rating for merit x
- Departments identify merit criteria
- Training of all supervisors regarding form and merit x
- New tool utilized

**Merit-100%**
- x

**Development of Bonus Plan - HR**
- x

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*Funding needed to make move people in the range is allocated from sources other than future administrative salaries*

Corrections of placement in the first year is for administrative staff members who have worked at BGSU for > 10 yrs. & are not at the midpoint be moved to midpoint.

Corrections of placement in the second year is for administrative staff members who have worked at BGSU for 7-9 yrs. & are not at the midpoint be moved to midpoint.

Corrections of placement in the third year is for administrative staff members who have worked at BGSU for 4-6 years and are not in the 1st quartile, be moved to first quartile.
### Scenario 1

**Correction of placement in the ranges is done at one time**

<table>
<thead>
<tr>
<th></th>
<th>Year</th>
<th>Cost</th>
<th>Year</th>
<th>Year</th>
<th>Year</th>
<th>Year</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Merit Policy - implemented &amp; operationalized</td>
<td>x</td>
<td></td>
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</tr>
<tr>
<td>Placement in the range - all done at one time</td>
<td>100%</td>
<td>$495,144*</td>
<td></td>
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<tr>
<td>Freeze the movement of the range</td>
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<tr>
<td>Policy needs to be developed to address movement of the pay range</td>
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<tr>
<td>Market Review - with Mercer</td>
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<td>x</td>
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<td>Pay range move due to market review</td>
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<tr>
<td>Performance Evaluation Tool</td>
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<tr>
<td>Evaluate effectiveness</td>
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</tr>
<tr>
<td>Re-Develop with rating for merit</td>
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<td></td>
</tr>
<tr>
<td>Departments identify merit criteria</td>
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<td>x</td>
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</tr>
<tr>
<td>Training of all supervisors regarding form and merit</td>
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<td>x</td>
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<tr>
<td>Merit-100%</td>
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<tr>
<td>Development of Bonus Plan - HR</td>
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</tr>
</tbody>
</table>

**Funding needed to make move people in the range is allocated from sources other than future administrative salaries**

*Estimated figure pending verification*
Rationale for Placement/Progression in the Administrative Staff Compensation Plan
Draft changes October 22, 1998

The Administrative Staff Compensation Plan is working well. Since implementation in 1995, positions have been assigned grade levels and new employees are being hired at competitive salaries. In addition, equitable policies and procedures have been developed and operationalized to insure continued success of the Plan.

Some aspects of the Compensation Plan still need the development of policies. Progression through the pay range is one. Fine tuning the Compensation Plan to work in conjunction with the 100% merit-based performance policy also needs to be addressed. However, in order for policies to be developed on these aspects of the Plan, placement within the pay ranges must be adjusted. During this past year, the Administrative Staff Personnel Welfare Committee (PWC) and Human Resources (HR) began compiling data and are in the process of updating the data and completing the analysis of administrative staff's placement within the pay ranges.

With the implementation of the Compensation Plan, the Mercer consultants for the project indicated that it is typical for employees to progress to the first quartile in a pay range within four to six years and to the midpoint within 7-9 years. Working from this assumption, our data indicate that about one third of administrative staff, employed at Bowling Green prior to implementation of the Plan, are not placed correctly within their ranges according to these guidelines recommended by Mercer. This group of people includes administrative staff members who have received all possible merit increases since their employment with BGSU. Therefore, administrative staff members' placement in the range is not due to performance but due to a variety of reasons, which include:

- lack of a compensation plan
- low hiring salaries
- several years of no raises
- less than adequate market adjustments.

The Administrative Staff Personnel Welfare Committee (PWC) recommends the following be implemented for administrative staff:

- those employed with BGSU for four to six years receive salary adjustments to the first quartile
- those employed with BGSU for seven years and more receive salary adjustments to the midpoint.

This would be a one-time adjustment of salaries and would place all administrative staff on an equal par as we move toward 100% merit-based performance.
Attached are several scenarios recommending ways to correct the placement issues and to operationalize other necessary aspects of the Plan. The scenarios include a one-year, two-year, and three-year plan to implement the recommendation for salary adjustment. With each scenario, the associated cost is included based on data retrieved October 1998.

In the scenarios provided, the following factors are constant:

- PWC, on behalf of administrative staff, assumes funds used to correct placement should be allocated from sources other than future administrative salary increases
- The movement of the pay ranges (currently 1% less than salary increase) is frozen until correct staff placement in the ranges is achieved based on one of the scenarios. Then, a market survey is conducted for the whole compensation structure, and the ranges are adjusted accordingly. Future movement of the pay ranges is based on a market survey conducted by Human Resources every three years. Therefore, ranges will be frozen for two years and adjusted in the third based on the results of the market survey.
- Once the placement issue is corrected, progression through pay ranges is by merit.
- With the implementation of the 100% merit-based performance policy, Human Resources, in conjunction with PWC, will develop a Bonus policy plan this year and communicate it to administrative staff and their supervisors. A bonus is a one-time monetary reward not added to the base pay.

PWC recommends that scenario one be implemented. In this scenario all salary placement adjustments are made at one time. This current year is the best time to correct these placement issues before 100% merit is implemented for the 1999 salary year.

In anticipation of correcting these placement issues, the following will be identified by Human Resources:

- all administrative staff with four or more years of service who are not appropriately placed in the pay range (these staff members have already been identified already based on the 1997-98 salary year)
- the amount of money necessary to make the correction for each administrative staff member
- the projected date of correct placement for each administrative staff member

It is assumed that the amount of money necessary to make these adjustments will fluctuate due to normal attrition, retirement, correct placement in the range due to promotion, freezing of the pay ranges, or larger merit increase initiated by departments. Human Resources will track these changes and update as necessary.
Joyce Blinn, 11/02/98 4:59 PM +0100, asc agenda

Date: Mon, 2 Nov 1998 16:59:29 +0100
Reply-To: asc-reps@listproc.bgsu.edu
Sender: owner-asc-reps@listproc.bgsu.edu
Precedence: bulk
From: jblinn@bgnct.bgsu.edu (Joyce Blinn)
To: ASC-REPS <asc-reps@listproc.bgsu.edu>
Subject: asc agenda
Mime-Version: 1.0
X-Sender: jblinn@mailbox.bgsu.edu
Status:

Agenda for November 5, 1998 asc meeting
Alumni Room University Union
1:30-3:00

1. Call to Order
2. Introduction of Substitutes
3. Approval of Minutes
4. Guest Speaker - President Sidney Ribeau
5. Chair's Report
6. Chair-Elect's Report
7. Secretary's Report
8. Committee Reports
   Amendments
   External Affairs
   Awards and Special Recognition
   Internal Affairs
   Personnel Welfare
   Professional Development
   Salaries
   Scholarship
9. Ad Hoc Committee on Administrative Staff Teaching Compensations Policies
10. New Business
11. Good of the Order
12. Adjourn

*Given that President Ribeau will be our guest, it is our intention (if there are no objections) to go to New Business and then go to the reports.
- communicate - consistency
- staff communications case report
- Business run
- internet access
- Social media
- Higher education activities
- admission cut-off
- admin changes to budget
Revised 8/20 to address:

- 4.5 Crez 3.5 Provost.
- Investment in future competitiveness
  - Revenue streams funded by
    - Endowments: 4-5% - subsidies based
    - Enrollment:
      - Student: enrollment 5% of cost
      - Ret. 25% of enrollment
    - Freshman enrollment 227%?

Plan: 3.5% net enrollment fall per year

4.5 growth / 19,000-20,000 to

4.5 growth 17,500 FTE

then no more

- all enrollment - academic + non-academic departments

- reallocate resources from one area to another that is willing to do well better

(lift moratorium on new academic programs)

Governor's signing of budget

Facstaff Compensation - BOT support

Salary compensation for current + retain for/loss
adulthood concerned would
for fat not since a
likely succeed +
capabilities if experience
For was not geared toward n - test.
still
have Instinct - not two-way
delay systems plants (above) curriculum

Put Ann - more - Sandy logo
Seconded

[Webb] 7 + midpt.
8-20year = midpt that
should be higher in salary
range
compensation plans to get to midpt.

[Recommendation] All take one
in our year
3. Comps: Do not factor in research II data, uncertain basis. Unlike BOSU, Doctoral II. COPA data. Stats fraction.

New summer prof.: 4-year, 3rd prof. (360,000/year)
Enrollment, occupancy, subsidies, enrollment fees.

Sidney to continue as chair,Larry to continue before:

70% of faculty - Benchmark.
TBD: Grp D/Better in 1st month?
State budget inflow - Good

Resident 490 in each year. 40% from market.

Not used for old to new transfers. Final year.
BOSU had closed 18 of them.
HR developing 5-year plan and 3-year position cycles & reviewing pay tables

Senior coaches > salary reviews

Bonuses teams, individuals (criteria)

PAC Salary Committee

Salary tables on web from HR

45+ for age if tables lowered

Dr. Stairwagel — Paul Logan
Administrative Staff Council Minutes
Thursday, Oct. 1

Members Present: Shelly Appelbaum, Craig Bedra, Joyce Blinn, Deborah Boyce, Marilyn Braatz, Deb Burris, Sidney Childs, Claudia Clark, John Clark, Mike Failor, Pat Green, Linda Hamilton, John Hartung, Keith Hofacker, Paul Lopez, Gene Palmer, Jan Peterson, Mary Lynne Pozniak, Bonita Sanders-Bembry, Jane Schimpf, Matt Webb, Deb Wells, Duane Whisn, Calvin Williams, Mary Beth Zachary

Members Absent: James Elsasser, Diane Cherry, Sharon Hanna, Dawn Mays, Penny Nimitz, Cheryl Purefoy, Jan Ruffner, Time Smith, Kurt Thomas, Rohin Veitch, Laura Waggoner

Alternates: Colby Blair substituting for William Blair
Anita Knauss substituting for Judy Donald
Amy Prigge substituting for Sanda LaGro

Call to Order: The meeting was called to order at 1:34 p.m. by ASC Chair Deb Boyce.

Corrections to minutes: John Clark was not informed of the first meeting, so he was not absent for that meeting. The “Cooper” data referred to in the minutes is actually CUPA (College and University Personnel Association) which annually publishes a survey of administrative staff compensation. With regard to the discussion of the resolution on the off-campus Internet access fee, the constituent groups are defined as the Graduate Student Senate, Undergraduate Student Government, Faculty Senate, Classified Staff Council, and Administrative Staff Council.

Approval of Minutes: A movement was made to approve the minutes, John Hartung seconded, and the minutes were approved as amended.

Dr. Charles Middleton was invited by the ASC to help clarify and answer questions about a number of issues raised by ASC.

Introductory remarks: Dr. Middleton expressed pleasure at the increase in the size of the freshman class, the filled residence halls, and that the University is retaining more students from year to year than in past years. He also said that the administration’s goal is to keep moving along.

On the issue of Communication: ASC is concerned that access to the president and the provost seems to have decreased compared to previous years. For example, some of the standing committees who dialogued with the president and provost were meeting less frequently or not at all. Dr. Middleton responded that in the interest of providing accurate information in a timely manner, his office had established a Provost’s Question Box. Administrative staff members are to forward issues, concerns, or rumors to the chair of ASC, who will then forward them on without attribution to the Provost’s Question Box. Responses will then be forwarded to the listproc. The president’s meeting with University employees will continue into the spring semester. Dr. Middleton indicated that the president wanted to meet with the faculty first, so that is why staff members in the College of Arts and Sciences had been told that they would be meeting with the president at a later date.

On the issue of merit: Dr. Middleton said that the Board of Trustees had passed a resolution in May 1997 to have faculty and administrative staff evaluations to be 100% merit based. In response to ASC concerns about the fact that 100% merit is not defined, he said...
that merit is linked to whether the job performance adds to university quality. There are three tiers to merit: minimum performance (whereby an individual does not get merit, but keeps his job, anticipated to be no more than 1-2 percent of the employee base), a threshold above minimum performance, and extraordinary merit. Those who meet the threshold receive an average of 3%. Any raise money that is available above 3% would go to the small pool of employees who show extraordinary merit. No criteria has yet been established in administrative units and departments for what is meant by performance "above and beyond." Dr. Middleton added that the next pay raise is based on 100% merit.

On the issue of faculty-staff compensation: Dr. Middleton indicated that merit and placement are not integrated issues, and that one could be done without the other. He emphasized that merit pay raises are independent of the money set aside by President Ribeau for upward adjustments in salary. This commitment is meant to reward long-time employees whose salaries, through no fault of their own, have been losing ground to inflation and compare unfavorably with the base salaries of new hires. The president wants a five-year plan to implement this commitment, and will be setting up a blue-ribbon panel to give him recommendations. He indicated that that movement will be career-based merit, and not necessarily based on longevity, with the goal being to favor people whose contributions to the well-being of the University are greatest over time.

With regard to the Internet Access issue: Dr. Middleton indicated that the administration has no position on what's best -- and that they were open to proposed solutions, given certain facts. He reported that the ITC budgets in the past were based on certain assumptions: that long distance calls would continue to provide revenue for the modem access, that remote access users would not be growing exponentially, and that even increasing the number of modems would not be saturated. Dr. Middleton said that the revenue is down for long distance calls because of e-mail. Even the additional modems added have reached the saturation point. The ITC budget is running in the red. Money would be needed from another source to continue to offer free access. Undergrad fees cannot be raised because of a state cap. Also, undergraduates in dorms already pay the fees. The other option would be to re-direct funds from somewhere else in the university. Dr. Middleton welcomed suggestions.

Dr. Middleton also indicated that there would be 15 users per modem, and that Sprint had guaranteed that users will not encounter the busy signals and slow service that users are currently experiencing.

Discussion followed. There was an uncertainty as to when the 100% merit policy goes into effect because the Personnel Welfare Committee had received conflicting information from various sources. Also, discussed was the need to address administrative staff members' placement in the salary grades first so that their raises can be figured on a new salary base.

Chair’s Report- Deb, on behalf of ASC, again congratulated John Hartung on receiving the 1998 Michael J. Ferrari Award. Also, Educational Forums for all employees remain a carry-over issue for the Constituent Groups’ Caucus. Deb and Paul will be meeting with the Board of Trustees at their monthly meeting at BGSU.

Chair-Elect’s Report - no report

Secretary’s Report- no report

Committee Reports-
The Personnel Welfare Committee is continuing to work on the career-based placement issue -- getting those individuals whose salaries fall below the mid-point of their salary classification into their appropriate quartile.

No reports from: Amendments, External Affairs, Awards and Special Recognitions, Internal Affairs, Professional Development, Salary, Scholarship, and the Ad Hoc Committee on Administrative Staff Teaching Compensation Policies

Old Business - none

New Business- none

Meeting adjourned at 3:42 p.m. A motions was made to adjourn and was seconded by Mary Beth Zachary.

Joyce Blinn
Secretary, ASC
Hi there,

A recent suggestion was directed to this office with regard to carpooling. It is suggested that if possibly faculty/staff had the opportunity to carpool, it may relieve some parking congestion in the prime areas. At this point it is not known how the program would be implemented, suggestions are welcome. Also, this office could check with other universities to find out if they have carpooling programs and how they are implemented.

Is this an idea you can bring up at your meetings? Please let me know your ideas on this.

Thanks for your assistance.

******************************

Stacie Enriquez, Manager
Parking & Traffic Division
Bowling Green State University
104 Commons
Bowling Green, Oh 43403
419-372-2779
Fax 419-372-7841
Internet: slschro@bgnet.bgsu.edu
******************************
Agenda item for Administrative Staff Council and Classified Staff Council.

Following is a proposal for a change in the Severe Weather Policy. Need staff input on the desirability of such a change, or suggestions for modifications to the proposal that would make it more desirable.

If severe weather develops during regular work hours, a decision to close early may be made. In that event, early closing will be staged. Those living more than 20 miles from the University may leave immediately once the decision to close has been announced. Those living less than 20 miles from the University but beyond Bowling Green city limits may leave beginning 15 minutes following the announcement to close. Those living within city limits may leave beginning 30 minutes following the announcement to close.
Your safety as a BG SU staff member is important to the University. In addition to the services provided by Public Safety, it is the responsibility of individual departments and each individual to be safety-conscious. You should follow these safety and security practices in order to minimize the possibility of theft or personal injury.

Safety Tips:
- Obey all safety rules and signs.
- Use proper guards and protective equipment for all machinery.
- Get help to lift heavy loads.
- Wear appropriate clothes or equipment (e.g., hard hats, respirators, eye protection, gloves, etc.) provided for certain tasks where personal protection is necessary.
- Avoid slips and falls by watching out for wet or oily floors, icy sidewalks, uneven steps or walkways, etc.
- Keep your work area clean.
- Report all unsafe conditions to your supervisor or the Office of Environmental Services.

Security Tips:
- Be sure doors are locked behind you if you work after hours.
- Do not walk on campus late at night in poorly lighted areas; if you do go out, always let someone know where you are going and how long you will be.
- Know your Public Safety officers; report suspicious activity to them.
- Guard against theft; do not leave offices unattended; lock doors and desk drawers when you leave.
- Keep your personal property (purse, wallets, clothing, etc.) in a secure place.
- Be careful in handling University keys; loss or improper handling may lead to expensive loss to you and the University.
- Lock your car; place your CB and other valuable items in the trunk.
- Park your car carefully within the spaces marked to avoid possible damage from other cars.
- Drive safely and carefully; this is a pedestrian campus and in many places, the pedestrian has the right-of-way.

SEVERE WEATHER POLICY AND PROCEDURE

On occasion weather conditions develop which may cause employees to experience difficulty in getting to work on time. Extreme weather conditions may also cause the University to be closed. Even when situations such as these occur, many essential functions at Bowling Green State University must continue to operate. These include the preparation and serving of meals to the student, the provision of lighting and heating to university buildings, law enforcement and public safety, snow removal from parking areas and sidewalks, and other activities.

In the event of severe weather, any decision to close the University will be communicated by the Office of Public Relations, which will notify the University Fact Line (372-2445), WBGL-FM (88.1), WFAL-AM (680), WFOB, WCWA, WLQR-FM, WRON-FM, WBN, and WGTE. In addition, WENU-TV (Channel 27) and three Toledo television stations (Channels 11, 13, and 24) will also be notified.

Every effort will be made to notify these media by 2:00 a.m. on the day of closing.

The University closes only in times of emergency. If weather or other conditions warrant limiting university activities, a decision will be made to either operate classes and offices or close them both. If closure is determined, only designated emergency employees are expected to report or remain at work. Designated emergency employees are those individuals who have been issued ID cards identifying them as such. Designated emergency classified staff specifically advised in advance or called in specifically for the emergency will be paid two-and-one-half times their hourly rate of pay for all hours worked during the emergency. Administrative staff will receive time off at the rate of 2 hours off for each hour worked.

During periods of severe weather when no emergency is declared, employees who report to work at a reasonable time during their work day will be compensated for the entire day. For example, an employee who normally works from 8:00 a.m. to 5:00 p.m. and reports to work at 10:00 a.m. will be paid for the entire workday. An employee who reports to work at 1:00 p.m. will be paid for half the workday. Those employees unable to report to work may use accrued but unused vacation, compensatory time, or personal leave for that day to complete a full 40-hour workweek, or the day may be accounted for as leave without pay.

If an emergency is declared during regular work hours, caused by events such as tornadoes, severe snow storms, disruptions, power failures, explosions, etc., employees may be dismissed only after an announcement by each area vice president or his/her designee. Individual areas or departments cannot dismiss employees without authorization.

If an early release announcement by the area VP/designee is made during the working day, University employees on the job released from work will be paid for the remainder of the work shift. Employees who desire to leave work before an early release announcement is made may request this from their immediate supervisor. If approved, these employees may use accrued but unused vacation, compensatory time, personal leave, or leave without pay to complete the workday.

Employees who are required to work beyond their normal shift during an emergency will be paid accordingly. Time spent in non-duty status, such as sleep, will not be compensated.

A summary of attendance pay policies in severe weather situations is included as part of this policy and procedure.
SUMMARY OF ATTENDANCE PAY POLICY IN SEVERE WEATHER SITUATIONS

POLICY FOR PAYMENT

1. Non-Emergency Employee Leaves
   - Paid for rest of shift at normal rate.
2. Emergency Employee Remains
   - Paid for the rest of the shift or duration of work at 2 1/2 times hourly rate of pay for classified staff, and 2 times the number of hours worked as compensatory time off for administrative staff.
3. Emergency Employee Reports to Work
   - Paid straight time from the start of the shift until he/she reports to work and then 2 1/3 times the total hourly rate of pay for the remainder of the shift or duration of work for classified staff, or 2 times the number of hours worked as time off for administrative staff.
4. Non-Emergency Employee Does Not Report to Work
   - Paid for hours scheduled which fall within beginning and end of emergency. Applies to both classified and administrative staff. (See NOTE 2.)

Emergency Declared

Employee at Work

Employee Does Not at Work

Employee Remains

Employee Leaves

Employee Reports to Work

Employee Does Not Report to Work

Employee Stays

Employee Leaves

Supervisors may approve reasonable tardiness with pay.

Employee Reports to Work

Employee Does Not Report to Work

Paid normal work time.

Takes vacation, compensatory time, personal leave, or leave without pay.

Takes vacation, compensatory time, personal leave, or leave without pay.

Emergency not Declared

Employee at Work

Employee Does Not at Work

Employee Leaves

Emergency declared by University with effective beginning and ending times.

Approved vacation, sick leave or leave without pay during emergency will be charged against that time.
January 3, 1995

To Whom It May Concern:

A level 3 snow emergency was issued by Wood County Sheriff John W. Kohl on January 2, 1996 at 11:35pm. Said emergency was lifted at 12:00pm, January 3, 1996.

Listed below are the criteria of each emergency level.

Should you have any further questions, please contact me at (419) 354-9005.

LEVEL 1. Roadways are hazardous with blowing and drifting snow. Roads are also icy. Drive very cautiously.

LEVEL 2. Roadways are hazardous with blowing and drifting snow. Only those who feel it is necessary to drive should be out on the roadways. Contact your employer to see if you should report to work.

LEVEL 3. All roadways are closed to non-emergency personnel. No one should be out during these conditions unless it is absolutely necessary to travel. All employees should contact their employer to see if they should report to work. Those traveling on the roadways may subject themselves to arrest.

Sincerely,

Michael K. Blair
Operations Assistant
Wood County Sheriff’s Office
Vision Statement

Bowling Green State University aspires to be the premier Learning Community in Ohio, and one of the best in the Nation. Through the interdependence of teaching, learning, scholarship, and service we will create an academic environment grounded in intellectual discovery and guided by rational discourse and civility.

Bowling Green State University serves the diverse and multicultural communities of Ohio, the United States, and the world.

The Core Values of Bowling Green State University

Respect for one Another

Cooperation

Intellectual and Spiritual Growth

Creative Imaginings

Pride in a Job Well Done
Bowling Green State University
Institutional Priorities for 1998-99

1. Recruitment

2. Student Success

3. Faculty and Staff Compensation

4. Graduate Education and Research

5. Professional Training and Development Programs

6. Assessment of academic and non-academic programs and the way in which we deliver these programs

*The President's remarks will be accessible to the general public via the University's home page.*
Deborah S. Boyce, 11/10/98 10:27 AM +0100, 11/10 ASC Agenda

X-Sender: dboyce@mailbox.bgsu.edu
Mime-Version: 1.0
Date: Tue, 10 Nov 1998 10:27:50 +0100
To: dboyce@bgnet.bgsu.edu, jlopez@wbgu.bgsu.edu, jblinn@bgnet.bgsu.edu,
whitmire@bgnet.bgsu.edu, rappelb@bgnet.bgsu.edu, pgreen@bgnet.bgsu.edu,
lhamilt@bgnet.bgsu.edu, lwaggon@bgnet.bgsu.edu, wells@opie.bgsu.edu,
mzachar@bgnet.bgsu.edu
From: "Deborah S. Boyce" <dboyce@bgnet.bgsu.edu>
Subject: 11/10 ASC Agenda

Status:

Look forward to seeing you for lunch!

ASC Executive Committee Meeting
Founders Club 57
November 10, 1998
11:45 a.m. - 1:15 p.m.

1. 11/6 BOT Finance Committee Update

2. Items for mtg. with Chuck & Becca 11/12
   a. implementation of 100 percent merit
   b. administrative staff hiring process
   c. representative technology user-group

3. Two Items Needed for President's Panel 12/3
   (will need to move ASC mtg time to 1-2:30)

4. Severe Weather Policy

5. Car Pooling Idea

6. Holiday Parade

7. Other Agenda Items.
   a. Council to update
   b. Bed and Breakfast
   c. Central Office update
   d. Staff Development
   e. Council Historic

Deborah S. Boyce, APR
Asst. to the Vice President for University Advancement
Doctoral Student, School of Communication Studies
Bowling Green State University
Bowling Green, Ohio 43403-0050
dboyce@bgnet.bgsu.edu
voice: 419.372.2708
fax: 419.372.7697

"Life is like riding a bicycle. You don't fall off unless you stop pedaling." Claude Pepper

Printed for "Deborah S. Boyce" <dboyce@bgnet.bgsu.edu>
Dear [Name],

I am writing to express my sincere appreciation for the opportunity to interview with your company.

I am grateful for the time you spent with me and for your thoughtful feedback. Your insights and considerations will be valuable as I continue to grow and develop in my career.

I understand the decision to decline my application and respect your decision.

Thank you again for your time and consideration.

Sincerely,

[Your Name]
Agenda item for Administrative Staff Council and Classified Staff Council.

Following is a proposal for a change in the Severe Weather Policy. Need staff input on the desirability of such a change, or suggestions for modifications to the proposal that would make it more desirable.

If severe weather develops during regular work hours, a decision to close early may be made. In that event, early closing will be staged. Those living more than 20 miles from the University may leave immediately once the decision to close has been announced. Those living less than 20 miles from the University but beyond Bowling Green city limits may leave beginning 15 minutes following the announcement to close. Those living within city limits may leave beginning 30 minutes following the announcement to close.
A Message from Marilyn Braatz, Chair, ASC's External Affairs Committee:

To All Members of Administrative Staff:

You are cordially invited to march with us in the Bowling Green Holiday Parade on Saturday, November 21. The parade is from 10-11:30 a.m. It will begin at the north end of town and proceed down Main Street. The theme of this year's parade is "Santa's Workshop," and several units from BGSU will be participating. Our Administrative Staff contingent will be led by Deb Boyce and other ASC officers carrying our ASC banners. We hope that many more staff members will walk in the parade with us. Spouses and families are welcome! Try to dress in red and/or green and wear a Santa hat if possible.

Each person/office is encouraged to make a sign out of poster board or similar material, to indicate the area they represent, i.e. "Registration and Records," "Financial Aid," "Student Affairs," "College of Education and Human Development," to inform parade watchers of the kinds of things we do to support the work of BGSU. A PRIZE will be awarded to the individual or group producing the most creative sign...namely three dozen home-made frosted Christmas cookies for you or your office.

We also are asking staff to donate items we can toss to children and other parade watchers along the street. These could include wrapped candies, bookmarks, pencils, stickers, etc. (As you might guess, ASC doesn't have a budget for this expense, so please help us out!) You can deliver your donations to any member of our External Affairs Committee. Names, office locations and phone numbers are noted below:

Bonita Bembry, College Park, PH 2-2381
Marilyn Braatz, 444 Education Building, PH 2-7405
Sidney Childs, 424 Student Services Bldg., PH: 2-2677
Laura Emch, 231 Adm. Bldg., PH: 2-2651
Deb Fleitz, 1037 Moore Musical Arts Bldg., PH: 2-8654
Cindy Smith, 59 College Park, PH: 2-7201
Robin Veitch, Stadium, PH: 2-7063

Please let me know if you can participate in the parade. The exact time and location where we will line up will be sent to you as soon as we have that information.

Marilyn Braatz, Chair
External Affairs Committee
PH: 2-7405
11/12 Agenda for ASC Leadership Team Meeting with Chuck and Becca

Merit process for 1998-99 year
- PWC clarifying merit document.
- process needs to be communicated with employees.
- mid-year reviews need to communicate expectations wrt how meritorious performance will be determined this year.

Performance Evaluation Process Review Update
- 1998-99 ASC goal is to revise the process.
- committee was to have been reconstituted with Karen Woods as chair.
- if process/form format is not to be changed for 1998-99 performance evaluation cycle, ASC Exec suggests reverting to language in Administrative Staff Handbook re: performance evaluation (pp. 26).

Implementation of 100% merit
- establishing administrative department/unit specific criteria.
- administrative directive from HR to dept/units indicating.
- merit guidelines are to be developed in a collaborative and consensual process among all unit staff within a given timeframe. Once signed off by staff, forward to HR which will be a clearinghouse for merit criteria.

Technology issues
- ongoing communication needed.
- representative technology user-group/creative solutions group:

Administrative Staff Compensation Working Group
- members of working group?
- lines of communication with working group?

Administrative Staff Hiring Concerns
- amount of time taken from submission of position questionnaire to HR and eventual posting of the position.
- amount of time from completing interview process to making offer to candidate.
- amount of time to get approval for negotiated salary above the mid-point.

Administrative Staff Position Reevaluation Review Team
- update on team's status.
- number of positions currently being re-evaluated?
- training to be completed.
8. ASC forming Ad-Hoc Administrative Staff Handbook Revision Committee

chair - January
exec -
rec -
Process and deadline management and control.

Evaluate and adjust processes.

Check and evaluate.

P.20
11/12 Agenda for ASC Leadership Team Meeting with Chuck and Becca

1. Merit process for 1998-99 year
   - PWC clarifying merit document.
   - Process needs to be communicated with employees.
   - Mid-year reviews need to communicate expectations wrt how meritorious performance will be determined this year.

2. Performance Evaluation Process Review Update
   - 1998-99 ASC goal is to revise the process.
   - Committee was to have been reconstituted with Karen Woods as chair.
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   - Merit guidelines are to be developed in a collaborative and consensual process among all unit staff within a given timeframe. Once signed off by staff, forward to HR which will be a clearinghouse for merit criteria.

4. Technology issues
   - On-going communication needed.
   - Representative technology user-group/creative solutions group.

5. Administrative Staff Compensation Working Group
   - Members of working group?
   - Lines of communication with working group?

6. Administrative staff hiring concerns
   - Amount of time taken from submission of position questionnaire to HR and eventual posting of the position.
   - Amount of time from completing interview process to making offer to candidate.
   - Amount of time to get approval for negotiated salary above the midpoint.

7. Administrative Staff Position Reevaluation Review Team
   - Update on team's status.
   - Number of positions currently being re-evaluated?
   - Training to be completed.
November 16, 1998

Memorandum

To: Rebecca Ferguson  
Assistant Provost  
Human Resources

From: Pat Green, Chair  
ASC Personnel Welfare Committee

Attached are the recommendations regarding placement of administrative staff hired before the implementation of the compensation plan in January 1996. Administrative Staff Council passed these on November 5, 1998.

Administrative Staff Council believes this placement issue should be the first area addressed by the President's initiative on staff compensation. The intention is to remedy some of the details still pending from the initial implementation of the compensation plan.

The figures on the scenarios are still being cross-checked with Human Resources. I expect we will have the final numbers in the next few weeks. As soon as they are finished, I will make sure they are forwarded to you and other appropriate people.

Once again, I have enjoyed working collaboratively with Human Resources. My experiences of last year and the ongoing efforts this year clearly indicate how much we get accomplished when working as a team. Many thanks to you, Donna Wittwer and Pat Patton for all your time and efforts.

If you have any questions, please do not hesitate to contact me.

PG:aaaf

Enclosures

cc: Deb Boyce, Chair ASC  
Paul Lopez, Chair-Elect ASC  
Dr. Charles Middleton  
Eileen Sullivan  
Joe Luthman
Rationale for Placement in the Administrative Staff Compensation Plan

Since implementation of the Administrative Staff Compensation Plan (Plan) in January 1996, positions have been assigned grade levels and new employees are being hired at competitive salaries. Equitable policies and procedures have been developed and operationalized to insure continued success of the Plan.

At the time of implementation, administrative staff below the minimum of the pay range received salary adjustments to bring them up to the minimum. One issue related to the implementation of the Plan, however, that has not been addressed is placement within the pay ranges of administrative staff members who were hired prior to the Plan (January 1996). During this past year, the Administrative Staff Personnel Welfare Committee (PWC) and Human Resources (HR) began compiling data and are in the process of updating the data and completing the analysis of these administrative staff’s placement within the pay ranges.

With the implementation of the Plan, the Mercer consultants for the project indicated that it is typical for employees to progress to the first quartile in a pay range within four to six years and to the midpoint within seven to nine years. (Please note that this is not an assumption for current or future progression through the ranges, only a method to determine past placement issues.) Working from this assumption, our data indicate that about one-third of administrative staff, employed at Bowling Green prior to implementation of the Plan, are not placed correctly within their ranges according to these guidelines recommended by Mercer. This group of people includes administrative staff members who have received all possible merit increases since their employment with BG SU. Therefore, administrative staff members’ placement in the range is not due to performance, but due to a variety of reasons, which include:

- lack of a compensation plan
- low hiring salaries
- no raises for one and one-half years (calendar years 1991 and 1992)
- less than adequate market adjustments

The Administrative Staff Personnel Welfare Committee (PWC) recommends the following be implemented for administrative staff:

- those employed with BG SU for four to six years (as of 98-99 salary year) receive salary adjustments to the first quartile *
- those employed with BG SU for seven years and more (as of the 98-99 salary year) receive salary adjustments to the midpoint *
- those employed prior to implementation (as of the 98-99 salary year) who do not fall in either of the above categories be evaluated on an individual basis and receive salary adjustments accordingly *

*There will be individual exceptions determined by Human Resources

This would be a one-time adjustment of salaries and would place all administrative staff on an equal par, which is essential, as we move toward 100% merit-based performance.
Attached are several scenarios recommending ways to correct the placement issues and to operationalize other necessary aspects of the Plan. The scenarios include a one-year, two-year, and three-year plan to implement the recommendation for salary adjustment. With each scenario, the associated cost is included based on data retrieved October 1998.

FWC recommends that scenario one is implemented. In this scenario all salary placement adjustments are made at one time.

In anticipation of correcting these placement issues, the following will be identified by Human Resources:

- all administrative staff with four or more years of service who are not appropriately placed in the pay range (these staff members have already been identified already based on the 1998-99 salary year)
- the amount of money necessary to make the correction for each administrative staff member
- the projected date of correct placement for each administrative staff member

It is assumed that the amount of money necessary to make these adjustments will fluctuate due to normal attrition, retirement, correct placement in the range due to promotion, freezing of the pay ranges, or larger merit increase initiated by departments. Human Resources will track these changes and update as necessary.

Approved ASC 11/06/98
Preface to Scenarios

The attached scenarios were designed to deal with the issue of placement in the ranges. However, the compensation plan must be viewed as a whole. Therefore, other aspects of the plan that must be simultaneously addressed are included in the scenario timelines.

In each of the scenarios provided, the following factors are constant:

• PWC, on behalf of administrative staff, assumes funds used to correct placement should be allocated from sources other than the salary pool.

• The movement of the pay ranges (currently 1% less than salary increase) is frozen until correct staff placement in the ranges is achieved. Then, a market survey is conducted for the whole compensation structure, and the ranges are adjusted accordingly.

• Future movement of the pay ranges is based on a market survey conducted by Human Resources every three years. Therefore, ranges will be frozen for two years and adjusted in the third based on the results of the market survey.

• With the implementation of the 100% merit-based performance policy, Human Resources, in conjunction with PWC, will develop a Bonus policy plan this year and communicate it to administrative staff and their supervisors. For the purpose of the compensation plan, a bonus is defined as a one-time monetary reward not added to the base pay.

Approved ASC 11/06/98
<table>
<thead>
<tr>
<th>Scenario 1</th>
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<td>2</td>
<td>3</td>
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<td>Placement in the range all done at one time</td>
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<td>See&quot; below</td>
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<td>Freeze the movement of the range</td>
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<td>Pay range move due to market review</td>
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<td>Evaluate effectiveness</td>
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<td>Training of all supervisors regarding form and merit</td>
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<td>Merit-100%</td>
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<tr>
<td>Development of Bonus Plan - HR</td>
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**Funding needed to move people in the range is allocated from sources other than future administrative salaries

*Estimated figure pending verification
Scenario 2
2 year scenario-placement in the range is accomplished over two years

<table>
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<tr>
<th></th>
<th>Year</th>
<th>Cost</th>
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<th>Cost</th>
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<td>2</td>
<td>50%</td>
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<td>First year - 10 years to midpoint</td>
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<tr>
<td>Second year - 4-6 to 1st quartile and 7-9 to midpoint</td>
<td>See** below</td>
<td>629,832*</td>
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<td>partial</td>
<td>criteria/Training</td>
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<td>Re-Develop with rating for merit</td>
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*Approximate figures based on verification
** Funding needed to make move people in the range is allocated from sources other than future administrative salaries.

Correction in the first year is for administrative staff members who have worked at EGSU for >10 years and are not at the midpoint, so moved to midpoint.

Correction of placement in the second year is for administrative staff members who have worked for EGSU between 1-9 years. Those with 1-6 years are moved to the 1st quartile with those with 7-9 be moved to the midpoint.
### Scenario 3

3 year scenario - placement in the range is accomplished over 3 years

<table>
<thead>
<tr>
<th>Placement in the range</th>
<th>Year</th>
<th>Cost</th>
<th>Year</th>
<th>Cost</th>
<th>Year</th>
<th>Cost</th>
<th>Year</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>First year - 10 years to midpoint</td>
<td>1</td>
<td><strong>$264,212</strong></td>
<td>2</td>
<td></td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Second year - 7-9 years to midpoint</td>
<td></td>
<td></td>
<td>2</td>
<td><strong>$115,186</strong></td>
<td></td>
<td>3</td>
<td></td>
<td><strong>$156,616</strong></td>
</tr>
<tr>
<td>Third year - 4-6 years to first quartile</td>
<td></td>
<td></td>
<td>2</td>
<td>See below</td>
<td></td>
<td>3</td>
<td></td>
<td>See below</td>
</tr>
</tbody>
</table>

**Merit Policy - includes implementation and operationalize**

<table>
<thead>
<tr>
<th>Fringe the movement of the range</th>
<th>Year</th>
<th>Cost</th>
<th>Year</th>
<th>Cost</th>
<th>Year</th>
<th>Cost</th>
<th>Year</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy needs to be developed</td>
<td>x</td>
<td></td>
<td>x</td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>to address movement of the pay range</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Market Review Completed**

**Pay range move due to market review**

**Performance Evaluation Tool**

| Evaluate effectiveness | x |
| Re-Develop with rating for merit | x |

| Departments identify merit criteria | x |
| Training of all supervisors regarding form and merit | x |

| New tool utilized | x |
| Merit-100% | x |
| Development of Bonus Plan - HP | x |

*Funding needed to move people in the range is allocated from sources other than future administrative salaries.

**Correction of placement in the first year is for administrative staff members who have worked at BGSU for 10 or more years.**

**Correction of placement in the second year is for administrative staff members who have worked at BGSU for 7-9 years.**

**Correction of placement in the third year is for administrative staff members who have worked at BGSU for 4-6 years and are not in the first quartile.**

11/16/988:51 AM Strategic Plan Scenarios.xls
Performance Appraisal Evaluation and Recommendations

Prepared for: Rebecca Ferguson, Assistant Provost, Human Resources

Prepared by: The Institute for Psychological Research and Application

Date: November 23, 1998
Introduction

Last year, a performance appraisal system was implemented for evaluating all administrative staff employees at the university. This comprehensive system includes twelve different performance dimensions that are used to evaluate administrative staff performance and to guide development of goals. The system has been used for one academic year. Informal feedback on the system has been mixed. The goal of this proposal is to systematically solicit feedback about the performance appraisal system that can be used to improve the existing system or be used to develop an improved, alternative performance appraisal system.

The Goal

The primary goal of this project is to systematically evaluate the current performance appraisal system by using focus groups and targeted surveys. The evaluation will attempt to identify strengths, areas that are unclear or problematic, and procedural problems. The purpose of the focus groups will be to gather information from employees across the diverse spectrum of jobs in the administrative staff classification and supervisors who have been using the system to evaluate such employees. Follow-up surveys will be used to check the generalizability of the focus group findings among employees and supervisors who did not participate in the focus groups. Some employees will choose not to participate in the survey; however, we feel that it is important that all employees are given an opportunity to express their opinion on the performance appraisal system and increase "buy in" of the project's results. Because it is impractical to include all employees in focus group sessions, the survey will provide this opportunity. The survey will be short and focused.

The ultimate goal of the project is to provide actionable evaluations that can be used to either fine-tune the present performance appraisal or provide suggestions for a new system.

The Outcomes

1) Detailed summaries of the focus group sessions and survey results. These summaries will include both quantitative information and illustrative quotations from focus group participants. Survey results will be used to complement the focus group findings.

2) A set of recommendations to improve the performance appraisal system. These recommendations will be based on a summary of current empirical research and "best practice" systems. These recommendations will be targeted to address specific problems that were identified in the focus group and survey data collections.

The Process Overview and Schedule

1) Develop materials for structured focus groups. Two project members will facilitate each focus group. Prearranged questions will be prepared to guide discussion of participants. Facilitators will be trained according to best practices guidelines. Focus group scheduling will also occur at this stage. Selection of participants will be conducted by IPFA; scheduling will be done by the client with assistance from IPFA (January 15 to February 15).

The current version of the document is incomplete and contains handwritten notes and corrections.
2) Conduct focus groups. Because of the diversity of types of jobs within the administrative staff classification, it will be necessary to sample systematically employees and supervisors from all areas. Focus groups will be audio-taped. We anticipate that each focus group session will include 8 employees or supervisors and last approximately two hours. Supervisors and employees will not be mixed in focus group sessions. (February 15 to March 15)

3) Analyze focus group data. This process will involve coding and transcribing audio-taped sessions. (March 15 to April 15)

4) Develop survey to test the generalizability of findings identified in the focus group sessions. Survey administrative staff members who did not participate in the focus group sessions. (April 15 to April 30)

5) Survey Administration. Surveys will be administered to all employees who did not participate in the focus group sessions. Data will be entered by project staff. (April 30 to May 30)

6) Analyze survey results and write up final report. A presentation of the final report will be made to the client. (May 30 to June 30)

Assumptions

1) The emphasis of this project will be on fine-tuning the existing system instead of developing a entirely new system. If the current performance appraisal system is not in operational use, recommendations will be focused on developing a new system that will allay concerns of the previous system. The current status of the performance appraisal system needs to be communicated to the IPRA project staff at the commencement of the project.

2) The client will help coordinate schedule of employees as well as be responsible for transcribing the focus group audio tapes. If necessary, we can identify an external vendor, subcontract the work, and bill at cost.

Resource Needs

To complete the project we will require a considerable time investment from employees. We will be flexible in scheduling focus group sessions but employee participation will need to be encouraged. Furthermore, we need the client's administrative staff to handle project logistics (e.g., scheduling). Rooms for the focus groups will need to be identified on campus. Finally, an administrative liaison should be assigned that will be available to handle questions that arise during the project.

Costs

Option A: ($7725.05; half payable on March 15, remaining amount due on completion of project)

A. 10 focus groups of 8 employees each; 2 focus groups of 8 supervisors

B. Follow-up survey of remaining employees and sample of supervisors

Option B: ($63934.7; half payable on March 15, remaining amount due on completion of project)

A. 5 focus groups of 8 employees each; 2 focus groups of 8 supervisors

B. Follow-up survey of remaining employees and sample of supervisors
Principal Team Members

Michael J. Zickar, Ph.D.
Tanya Andrews, M.A.
Shanaz Aziz
Ramit Basi, M.A.
Allison Elder
Eric Greve
Jody R. Hoffman, M.A.
Alexandra Luong
David Mohr
Jerel Slaughter, M.A.

Selected by Alice Griffin,

From jobs which we are known to supervise, engage in standard tools and set goals.

Effect having power in setting goals. We can set goals.

Evaluating process.

Evaluation of the 1. dimensions:

How and how will it affect?

Consequences (take 1. Parymar)

Still far the effective expectation.

Reactions - respect you division.
Look forward to seeing you for lunch!

ASC Executive Committee Meeting
Founders Club 57
November 24, 1998
11:45 a.m. – 1:15 p.m.

1. Update on 11/2 mg. with Chuct & Becca (see attachment)
3. Merit Document Update
   Thanks!

Deb

4. Appr. members to Ad Hoc Committee on Handbook revision

Printed for "Deborah S. Boyce" <dboyce@bgnet.bgsu.edu>
Performance Appraisal Evaluation and Recommendations

Prepared for: Rebecca Ferguson, Assistant Provost, Human Resources

Prepared by: The Institute for Psychological Research and Application

Date: November 23, 1998

Institute for Psychological Research and Application
Department of Psychology
Bowling Green State University
Bowling Green, Ohio 43403
Phone: 419.372.2693
Fax: 419.372.6013
Introduction

Last year, a performance appraisal system was implemented for evaluating all administrative staff employees at the university. This comprehensive system includes twelve different performance dimensions that are used to evaluate administrative staff performance and to guide development of goals. The system has been used for one academic year. Informal feedback on the system has been mixed. The goal of this proposal is to systematically solicit feedback about the performance appraisal system that can be used to improve the existing system or be used to develop an improved, alternative performance appraisal system.

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1) Detailed summaries of the focus group sessions and survey results. These summaries will include both quantitative information and illustrative quotations from focus group participants. Survey results will be used to complement the focus group findings.

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The Process Overview and Schedule

1) Develop materials for structured focus groups. Two project members will facilitate each focus group. Prearranged questions will be prepared to guide discussion of participants. Facilitators will be trained according to best practices guidelines. Focus group scheduling will also occur at this stage. Selection of participants will be conducted by IPPA; scheduling will be done by the client with assistance from IPPA (January 15 to February 15)
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Costs

Option A: ($7725.05; half payable on March 15, remaining amount due on completion of project)
   A. 10 focus groups of 8 employees each; 2 focus groups of 8 supervisors
   B. Follow-up survey of remaining employees and sample of supervisors

Option B: ($6393.47; half payable on March 15, remaining amount due on completion of project)
   A. 5 focus groups of 8 employees each; 2 focus groups of 8 supervisors
   B. Follow-up survey of remaining employees and sample of supervisors
Principal Team Members

Michael J. Zickar, Ph.D.
Tanya Andrews, M.A.
Shanaz Aziz
Ramit Basi, M.A.
Allison Elder
Eric Greve
Jody R. Hoffman, M.A.
Alexandra Luong
David Mohr
Jerel Slaughter, M.A.
Date: Tue, 24 Nov 1998 09:39:31 +0100
Reply-To: dboyce@bgnet.bgsu.edu
Sender: owner-asc@listproc.bgsu.edu
Precedence: bulk
From: "Deborah S. Boyce" <dboyce@bgnet.bgsu.edu>
To: Administrative Staff Members <asc@listproc.bgsu.edu>
Subject: Message from President Ribeau
Mime-Version: 1.0
X-Sender: dboyce@mailbox.bgsu.edu

Eileen Sullivan, Interim Special Assistant to the President, forwarded to
me this message from the President and indicated I could forward this one to
the Administrative Staff listproc:

Date: Mon, 23 Nov 1998 11:50:12 -0500
To: bbenner@bgnet.bgsu.edu
From: "Eileen G. Sullivan" <gannons@bgnet.bgsu.edu>
Subject: Message from President Ribeau

> Date: Mon, 23 Nov 1998 11:50:12 -0500
> To: bbenner@bgnet.bgsu.edu
> From: "Eileen G. Sullivan" <gannons@bgnet.bgsu.edu>
> Subject: Message from President Ribeau

> Brian Benner
> Facilities Services
>
> Dear Brian:
>
> As you know, during my opening day address this fall, I announced "Faculty
> and Staff compensation" as a priority for the upcoming year. I remain
> committed to this initiative as we must enhance the rewards that BGSU
> provides to productive faculty and staff by making our compensation plan
> more competitive. The future of BGSU depends to a significant extent on
> our ability to maintain a competitive compensation program that allows us
> to recruit and retain the high quality faculty and staff that are
> essential to our reaching our aspiration to become "the premier learning
> community in Ohio and one of the best in the nation".
>
> With this in mind, I have appointed three compensation working groups (for
> faculty, administrative staff and classified staff, respectively). These
> groups will be advisory to me, and will bring forward various options for
> my consideration in the development of a comprehensive five-seven year
> compensation plan.
>
> Utilizing the benchmark criteria I've established, the Administrative
> Staff Compensation Working Group is charged with recommending options for
> a process that will bring administrative staff salaries on average to the
> benchmark level in five to seven years.
>
> Due to your commitment to BGSU, and your ability to see compensation as an
> institutional issue, I am pleased to appoint you as Chair of the
> Administrative Staff Compensation Working Group. The following is a list
> of the membership of your working group:
>
> Brian Benner (Facilities Services), Chair
> Marcos Rivera (Academic Enhancement)
> Joe Luthman (Administrative Staff Council Appointment and Computer Services)
> Shelley Appelbaum (Intercollegiate Athletics)
> Cheryl Purefoy (Materials Handling)
Message from President Ribeau

The work of this group is important and vital to the development of a truly competitive university compensation plan. I am grateful for your participation in this important process and I look forward to seeing you at the organizational meeting of the Administrative Staff Compensation Working Group, at 11:00 a.m. on Monday, December 14, in the Caucus Room in the President's Office, (Second floor, McFall Center). Should you have any questions, please feel free to contact my Assistant, Eileen Sullivan at 2-0467.

Sincerely,

Sidney A. Ribeau
President

***********************************************************
Deborah S. Boyce, APR
Asst. to the Vice President for University Advancement
Doctoral Student, School of Communication Studies
Bowling Green State University
Bowling Green, Ohio 43403-0050
dboyce@bgnet.bgsu.edu
voice: 419.372.2708
fax: 419.372.7697

"Life is like riding a bicycle. You don't fall off unless you stop pedaling." Claude Pepper

***********************************************************
To: gannons@bgnet.bgsu.edu
From: "Deborah S. Boyce" <dboyce@bgnet.bgsu.edu>
Subject: Administration Staff Compensation Issues
Cc: vlynneh@bgnet.bgsu.edu
Bcc:
X-Attachments:

> Date: Fri, 30 Oct 1998 16:11:39 +0100
> To: gannons@bgnet.bgsu.edu
> From: "Deborah S. Boyce" <dboyce@bgnet.bgsu.edu>
> Subject: Administration Staff Compensation Issues
> Cc: lpez@wbgu.bgsu.edu, jluthma@bgnet.bgsu.edu
> Bcc:
> X-Attachments:
>
> Hi Eileen,
>
> Here is the first draft of the one-page document you asked for on behalf of Sidney, outlining issues related to administrative staff compensation and the steps that could be undertaken to achieve those ends. This list was circulated electronically amongst ASC "Exec" members, but not to the Administrative Staff Council as a whole. To that extent, I would like to reserve the right to add other issues and concerns that may be of import to this group, given further conversation with ASC constituent representatives.
>
> Also, after conferring with ASC Exec members, I would recommend Joe Luthman, Database Administrator, Information Technology Services, as our administrative staff compensation working group member. Joe is good with numbers, is detail-oriented, and is able to gather, crunch and analyze data. I have indicated to him that the President has an ambitious timeline in place, and that a good portion of this work is to be completed between now and January, given Sidney's desire to have a preliminary conversation with the BOT in January.
>
> Please let me know how else we might help in this initiative. Thanks.
>
> Deb
>
> Administrative staff compensation issues include:
>
> * correcting the improper placement of individuals hired prior to the implementation of the administrative compensation plan (in January of 1996). PWC, in conjunction with HR, has been compiling data identifying the persons affected and monies involved. A recommendation will be forthcoming; a proposal is going to ASC for discussion on 11/5/98. This would be a first step in addressing administrative staff compensation issues.
>
> * developing and implementing plans for placement and progression (penetration) within administrative staff salary grades; possible criteria may include longevity, experience/skill sets/career-based merit, and market value of positions.
>
> * developing merit criteria for exceptional merit at the unit level, and if tied to performance evaluation, methods of measuring such performance need to be developed and implemented.
>
> * developing merit criteria for bonuses (not linked to base pay and independent of the administrative staff compensation plan).
>
> * developing and implementing creative ways of recognizing and rewarding individuals at or beyond the maximum of their salary grade.
>
> To achieve these ends, we would suggest that the compensation working group:
determine which institutions and skill markets should be used to benchmark BGSU's administrative staff compensation plan. For quite some time, ASC's salary committee has recommended that BGSU's administrative staff salaries be in parity with Miami University, Ohio University and Kent State University.

 develop and field-test a systematic process to conduct "market reviews" of administrative staff positions and salary ranges.

 undertake systematic research to: (1) study the features of designated institutions' compensation plans and (2) benchmark their administrative staff salary ranges and positions vis a vis BGSU's administrative staff salary ranges and positions at all levels, especially those salary ranges and positions that are not included in the CUPA data.

 the information gleaned from this initiative should be shared with BGSU's administrative staff members.
Deb, here's my bullet. If you need more information, please let me know.
Thanks, Jan

AD HOC COMMITTEE ON ADMINISTRATIVE TEACHING COMPENSATION COMMITTEE:

The Ad-hoc Committee on Administrative Staff Teaching Compensation was established to investigate policies and remuneration relative to when administrative staff teach for BGSU. A survey was developed and distributed to all Administrative Staff. As a result of the survey, the committee quickly realized the issue was far from clear. Concerns centered on a) the definition of teaching, b) the relationship of teaching responsibilities to one’s job description, inconsistency in contracting and compensation amounts, separation of teaching and administrative responsibilities, and issues of accountability. The committee seeks to make a recommendation to ASC in 1998/99.
TO: All Administrative Staff and Supervisors of Administrative Staff

FROM: Deborah Boyce, Chair, Administrative Staff Council
       Rebecca Ferguson, Assistant Provost

DATE: December 1998

RE: Mid-Year Performance Evaluation Process

In June of 1997 the Board of Trustees adopted the Principles and Recommendations for a Performance-Based Merit System for Administrative Staff at Bowling Green State University. In June of 1998 the Board of Trustees adopted a salary resolution which included the fact that salary increases for faculty and administrative staff will be determined by 100% merit-based system. This system aligns merit allocations with contributions towards achievement of University goals.

This year, as you complete your mid-year performance review, it is imperative that you have a clear understanding of what your goals are for the year and how your performance will be reviewed in relationship with these goals. Each department or unit must clearly identify the performance standards expected for staff to receive merit. Through this process, indicators must be identified for performances that fall below standard expectations for merit as well for those types of achievements that surpass the unit’s standard expectations.

Many hours of hard work have been invested in the Administrative Staff Performance Evaluation tool and last year we experienced an increase in the overall number of administrative staff members to be evaluated. Yet, we have received feedback that this tool is cumbersome. Therefore, we are suspending the requirement for utilization of this tool for this year. You and your supervisor may elect to continue to use this form this year or you may utilize some other format (i.e. departmental form, memo) as long as there is a clear understanding of the criteria your merit will be based on for this year.

If you have not already established criteria by department and/or unit, this should be done as soon as possible. Mid-year performance reviews should be conducted between employees and supervisors and documentation must be submitted to the Office of Human Resources no later than January 15, 1999. If you have any questions, please contact Rebecca Ferguson at 372-2259 or ferguson@bgsu.edu.
To: ASCExec
From: "Deborah S. Boyce" <dboyce@bgnet.bgsu.edu>
Subject: 12/1 ASC Exec Agenda
Cc: 
Bcc: 

X-Attachments: 12/1 mtg with Becca Rev. Performance Evaluation.rtf

Look forward to seeing you for lunch!

ASC Executive Committee Meeting
Founders Club 57
December 1, 1998
11:45 a.m. – 1:15 p.m.

1. Update on 12/1 mtg. with Becca (see attachment)

2. Revised Performance Evaluation Process (see attachment)

3. President's Panel Items for 12/3

   a. University's progress toward meeting its 6 priorities for 1998-99 -- focusing on student success and graduate education-- GSS

   b. recruiting and retention of new faculty -- FS

   c. teaching loads -- FS

   d. technology initiatives -- ASC

   e. compensation plan implementation -- CSC and ASC

   f. outsourcing issues -- CSC

4. Other items? (please email me)

Thanks! See you soon!

Deb
Here is the first change that PWC has worked on regarding merit - it is timely with the end of the year.

**Salary Increases**

*(Replaces page 43 Section on Merit Pay and Merit Evaluation and Merit and Across the Board Increases for Administrative Staff)*

The following will be incorporated into policies and procedures related to merit, which will replace the current merit document approved by the Board in June 1997.

Bowling Green State University salary increases for administrative staff are 100% merit-based. Continuing University funded full-time and part-time staff members are eligible for consideration for full merit. In addition, staff members employed for one calendar year or less will be considered as follows:

Administrative staff members employed by December 31 are eligible for consideration for a full merit increase for the next year.

Administrative staff members employed after December 31 are eligible for consideration for a merit increase on a pro-rated basis. For example, a staff member hired on March 1 would be eligible for consideration for four-twelfths of the merit increase.

The new document will

1. Define performance based merit (Articulate the 2 level system (meet and exceed))

2. Indicate how merit will be determined.

3. State how merit will be awarded. (The above will be a part of this section).

Pat Green
Administrative Director
Center for Photochemical Sciences
Bowling Green State University
Bowling Green, Ohio 43403
Phone: 419-372-6008
Fax: 419-372-6069
e-mail: pgreen@bgnet.bgsu.edu
http://www.bgsu.edu/departments/photochem
12/1 Agenda Meeting with Becca

1. Revised Performance Evaluation Process – ASC Action on 12/3

2. Pro-rated Merit Proposal – ASC Action on 12/3

3. Draft of Administrative Directive on establishing unit merit criteria

   Administrative Staff Hiring Concerns
   - amount of time taken from submission of position questionnaire to
     HR and eventual posting of the position.
   - amount of time from completing interview process to making offer
     to candidate.
   - amount of time to get approval for negotiated salary above the
     mid-point.

4. Administrative Staff Position Reevaluation Review Team
   - update on team's status.
   - number of positions currently being re-evaluated?
   - training to be completed.

5. ASC forming Ad-Hoc Administrative Staff Handbook Revision Committee
December 3, 1998

Center


President Ribeau convened the meeting at 2:35 p.m. He read the description and the charge of the President's Panel and asked for additional history regarding its creation. Gold noted that former President Olscamp typically explained that the advent of the President's Panel began at the time of the Kent State University tragedy and said it was established to keep the President informed of the issues on campus to avoid campus-wide problems.

University Progress Toward Meeting Its Priorities for 1998-99 (focusing on student success and graduate education)

Ribeau said the agenda item was forwarded by the Graduate Student Senate (GSS) and said the data had not been retrieved but would be available about the third week of the second semester. He said the benchmark would be the increase in student retention rate. Middleton said Bill Knight, Director of the Office of Institutional Research, was analyzing the data based on freshmen rising to sophomores and would also analyze data of sophomore student retention to junior status. Middleton said they were looking at a specific strategy with the intent to include every student in the database. Ribeau said the student satisfaction survey results were available through the Office of Institutional Research and that the results indicated a very high satisfaction rate. Hughes said he was encouraged by the report that nearly all students would be registered for Spring Semester before leaving for Christmas break. Middleton said the problems that occurred during the recent registration period would be addressed by the next Fall Semester registration period. He said each student who had not registered for next term would be contacted to provide individual registration assistance. Ribeau said he and Middleton had been visiting with all faculty and staff to discuss educational issues and asked Middleton to explain their perceptions. Middleton said the OBOR was rethinking doctoral level funding and suggesting moving away from a per capita basis to a type of block grant with five percent taken off the top, so that only 95% of the funding would be received. He said this would serve two purposes. First, it would lead to examination of the national competency of the doctoral programs and their reputations. Secondly, it would examine the program's direct impact on
state economics. He said the change would lift the moratorium on the graduate degrees and would stop the micro-managing. Middleton said there was discussion of making similar changes at the Masters level. He said it was likely that the Masters levels II and III would be similar to the PhD level, but it was not likely the requirements of Masters level I would be changed. Middleton said that as a result of the potential changes, BGSU was looking at graduate education and its support. He said there had been a decline in the enrollment of graduate students nationwide which resulted in more competition between universities. Ribeau said the BGSU graduate program was very important and he was concerned about maintaining its high quality.

 Recruiting and Retention of New Faculty

Ribeau asked Gold to explain the concern of the faculty concerning the topic. Gold said that in 1996, a resolution was passed to assure replacement of faculty positions and asked how many searches were planned for next year. Ribeau said a specific total number of faculty had never been established at BGSU and that it should not be. He said the number of faculty should be based on the number of students and that hiring was based on structure and program needs. Middleton said for 1998-99 there were 640 FTE and if the open positions were filled the number would be between 690 and 710 by Fall 1999. He said if the University grew 2% each year the faculty size would increase and would be over 710 full time and probationary faculty. He said it was imperative to decrease the class sizes. Middleton said if all new hires were assistant professors, more could be hired than if all full professors were hired. Ribeau said the searches were going well and very quickly and that faculty recruitment and retention was critical to the institution's future. Middleton said that the policy was if the search committee could not hire its first choice and closed the search, and if there were no applicants who met the qualifications, then the department would automatically get the position next year. He said the policy was intended to get the faculty to make tough decisions to select the best person for the position. He said the failure rate was about 25%.

 Teaching Loads

Ribeau asked Gold to explain the questions and concerns regarding teaching loads. Gold said there was a question about differentiation of teaching loads based on the specifics of the classes. She proposed a panel be established to discuss differentiated workloads. Ribeau said the faculty were tired because they were working hard and suggested that a moratorium on committees be established. He said prioritization for committees should be the rule. Ribeau said that the compensation issue alone would increase the workload. He said there must be more selectivity and more efficiency in all work, especially committee work, rather than creating more of a workload. Rockett said the issue of teaching needed to be addressed with an increased commitment in order to better serve the students. He said that the University should attempt to decrease the numbers of students in the 100, 200 level classes per section. Rockett said the fall and spring classes with higher numbers of students have a lower pass rate than the same classes offered in the summer with fewer students. Ribeau agreed and said the increased number of full time faculty would help alleviate the problem. He said decreasing the sizes of large classes would be addressed by hiring more faculty and that consequently the teaching load had a direct impact on the budget. Ribeau said that the compensation plan would cost about $2 million.
and that the money could be used to reduce the teaching load. He said salary inversion was problem and that it was difficult to hire faculty when the EGSU salaries were so low. He said the compensation plan must have priority over teaching loads even though the teaching loads issue was an important one. Garrity said that with the aggregate numbers of courses, could the University allow faculty to choose to teach more and other faculty to teach less so they could work on research projects. He asked could the University policy be flexible. Middleton said that would imply the teaching load be focused on the unit rather than the individual. He said the college determined the load for the unit, who then decided what faculty assignments would be. He said the departments must do what the students needed, not necessarily what the faculty desired.

Technology Initiatives

Ribeau asked Boyce to explain the issue as brought to the table by the Administrative Staff Council (ASC). Boyce said that the technology initiatives were a high priority for the University and that the ASC believed there was a critical need for ongoing communication in a timely manner. She said the ASC suggested creating a user group committee to work through the issues. She said Middleton had indicated to the ASC two committees were being reconfigured by the Senate to address technology issues. Ribeau asked Gold to give the status of the issue. Gold said the Senate Officers had been asked to reconfigure the two established committees into one. She said both committee chairs and one committee report indicated a need to revise a draft proposal presented last spring for the creation of a new committee. She said they had been working with the two committee chairs and had made the proposed changes in the document which would be forwarded with a ballot for approval to committee members and then to Ribeau for review. She said it was hoped that the elections for the new committee would occur in the spring. She said Ann Marie Lancaster had reported that the committees had drafted and approved the document, but the chairs of the two committees indicated that the proposed functions had not been modified based on members' suggestions nor had there been any vote for approval. Boyce said the ASC felt they were caught in the middle. Gold said the committee recommended a broad base representation from all constituent groups. Middleton asked was the new committee to be a University committee or a Senate committee. Gold said it would be a University committee. She said Middleton had asked her to work with the committees and their final product would be forwarded to the President and then the SEC. Russell who was chair of the Consitituency Caucus Group said the CCG had voted to support the reorganization of the committees and indicated that functions submitted by Lancaster had no standing. Ribeau said that once the logistics were worked out it would be a useful committee so that users could give input to the Chief Information Officer. He reminded that the roles of committees were to provide information to the appropriate person. He stressed the committees should not have an adversarial relationship. Boyce said it might be helpful to receive feedback from non-users also. Ribeau said all committees were advisory in nature and that the committees were not the ones held accountable for the outcome.

Compensation Plan Implementation

Ribeau asked Samelal to present the issue from the Classified Staff Council (CSC). Samelal asked would alternative plans be considered for interruptions encountered during the implementation process of the
compensation plan. Ribeau said in such an event, the plan would be frozen until money would become available again. He said that when the funds again became available, reassessment would be required to evaluate where salaries were in comparison to the peer groups. Middleton said the benchmarking process could continue and could result in salary improvement. He said each position would be examined annually. He said that even without available funding the benchmarking would continue. Samelat said the CSC was concerned because the economy would certainly slow down. Boyce said the ASC members of the Compensation Plan Committee reported they had been charged with examining all compensation issues including benchmarking. Sullivan said it was going to be difficult to cover all compensation issues so salaries would be addressed first. She said her understanding was the focus would be only on salaries. Ribeau said the intent was to address the salaries to get the University on a par with peer institutions. He said the other compensation issues were important but that prioritization put salaries at the top.

Middleton said he would like to know who gave the ASC members the erroneous information so that he could correct the misinformation. Boyce asked how the benchmarking would be set for the administrative staff. Ribeau said that was what the committee would do.

Outsourcing Issues

Ribeau asked Samelat to explain the issue. Samelat asked how would the University insure that all sides were heard before contracts were let. Ribeau said that in the area where it appeared that there was an advantage to outsourcing, the existing classified staff unit would be given an opportunity to bid on the job. He said that units within the University must be competitive and that there would be no closed shop. He said he preferred to have the University employees do the work because of their loyalty, efforts and the quality of the work done.

Issues and Concerns

Ribeau said he would be asking the Board of Trustees to approve the final drawings of the proposed University Union with groundbreaking to be at the end of summer 1999 or during the fall 1999.

Judy Adams, Secretary
Administrative Staff Compensation Issues include:

- correcting the improper placement of individuals hired prior to the implementation of the administrative compensation plan (in January of 1996). PWC, in conjunction with HR, has been compiling data identifying the persons affected and monies involved. A recommendation, passed by ASC, would be a first step in addressing administrative staff compensation issues.

- developing and implementing plans for placement and progression (progression/penetration) within administrative staff salary grades; possible criteria may include longevity, experience/skill sets/career-based merit, and market value of positions.

- developing merit criteria for exceptional merit at the unit level, and if tied to performance evaluation, methods of measuring such performance need to be developed and implemented.

- developing merit criteria for bonuses (not linked to base pay and independent of the administrative staff compensation plan).

- developing and implementing creative ways of recognizing and rewarding individuals at or beyond the maximum of their salary grade.

- developing and implementing equitable policies and mechanisms for compensating administrative staff members who teach at BGSU.

To achieve these ends, we would suggest that the Administrative Staff Compensation Working Group:

- determine which institutions and skill markets should be used to benchmark BGSU's administrative staff compensation plan. For quite some time, ASC's salary committee has recommended that BGSU's administrative staff salaries be in parity with Ohio University, Miami University, and Kent State University.

- develop and field-test a systematic process to conduct "market reviews" of administrative staff positions and salary ranges.

- undertake systematic research to: (1) study the features of designated institutions' compensation plans and (2) benchmark their administrative staff salary ranges and positions vis a vis BGSU's administrative staff salary ranges and positions at all levels, especially those salary ranges and positions that are not included in the CUPA data.

- the information gleaned from this initiative should be shared with BGSU's administrative staff members.
Rationale for Placement in the Administrative Staff Compensation Plan

Since implementation of the Administrative Staff Compensation Plan (Plan) in January 1996, positions have been assigned grade levels and new employees are being hired at competitive salaries. Equitable policies and procedures have been developed and operationalized to insure continued success of the Plan.

At the time of implementation, administrative staff below the minimum of the pay range received salary adjustments to bring them up to the minimum. One issue related to the implementation of the Plan, however, that has not been addressed is placement within the pay ranges of administrative staff members who were hired prior to the Plan (January 1996). During this past year, the Administrative Staff Personnel Welfare Committee (PWC) and Human Resources (HR) began compiling data and are in the process of updating the data and completing the analysis of these administrative staff's placement within the pay ranges.

With the implementation of the Plan, the Mercer consultants for the project indicated that it is typical for employees to progress to the first quartile in a pay range within four to six years and to the midpoint within seven to nine years. (Please note that this is not an assumption for current or future progression through the ranges, only a method to determine past placement issues.) Working from this assumption, our data indicate that about one-third of administrative staff, employed at Bowling Green prior to implementation of the Plan, are not placed correctly within their ranges according to these guidelines recommended by Mercer. This group of people includes administrative staff members who have received all possible merit increases since their employment with BGSU. Therefore, administrative staff members' placement in the range is not due to performance, but due to a variety of reasons, which include:

- lack of a compensation plan
- low hiring salaries
- no raises for one and one-half years (calendar years 1991 and 1992)
- less than adequate market adjustments

The Administrative Staff Personnel Welfare Committee (PWC) recommends the following be implemented for administrative staff:

- those employed with BGSU for four to six years (as of 98-99 salary year) receive salary adjustments to the first quartile *
- those employed with BGSU for seven years and more (as of the 98-99 salary year) receive salary adjustments to the midpoint *
- those employed prior to implementation (as of the 98-99 salary year) who do not fall in either of the above categories be evaluated on an individual basis and receive salary adjustments accordingly *

*There will be individual exceptions determined by Human Resources

This would be a one-time adjustment of salaries and would place all administrative staff on an equal par, which is essential, as we move toward 100% merit-based performance.
Attached are several scenarios recommending ways to correct the placement issues and to operationalize other necessary aspects of the Plan. The scenarios include a one-year, two-year, and three-year plan to implement the recommendation for salary adjustment. With each scenario, the associated cost is included based on data retrieved October 1998.

PWC recommends that scenario one is implemented. In this scenario all salary placement adjustments are made at one time.

In anticipation of correcting these placement issues, the following will be identified by Human Resources:
- all administrative staff with four or more years of service who are not appropriately placed in the pay range (these staff members have already been identified already based on the 1998-99 salary year)
- the amount of money necessary to make the correction for each administrative staff member
- the projected date of correct placement for each administrative staff member

It is assumed that the amount of money necessary to make these adjustments will fluctuate due to normal attrition, retirement, correct placement in the range due to promotion, freezing of the pay ranges, or larger merit increase initiated by departments. Human Resources will track these changes and update as necessary.

Approved ASC 11/06/98
Preface to Scenarios

The attached scenarios were designed to deal with the issue of placement in the ranges. However, the compensation plan must be viewed as a whole. Therefore, other aspects of the plan that must be simultaneously addressed are included in the scenario timelines.

In each of the scenarios provided, the following factors are constant:

- PWC, on behalf of administrative staff, assumes funds used to correct placement should be allocated from sources other than the salary pool.

- The movement of the pay ranges (currently 1% less than salary increase) is frozen until correct staff placement in the ranges is achieved. Then, a market survey is conducted for the whole compensation structure, and the ranges are adjusted accordingly.

- Future movement of the pay ranges is based on a market survey conducted by Human Resources every three years. Therefore, ranges will be frozen for two years and adjusted in the third based on the results of the market survey.

- With the implementation of the 100% merit-based performance policy, Human Resources, in conjunction with PWC, will develop a Bonus policy plan this year and communicate it to administrative staff and their supervisors. For the purpose of the compensation plan, a bonus is defined as a one-time monetary reward not added to the base pay.

Approved ASC 11/06/98
### Scenario 1

**Correction of placement in the ranges is done at one time**

<table>
<thead>
<tr>
<th>Year</th>
<th>Cost</th>
<th>Year</th>
<th>Year</th>
<th>Year</th>
<th>Year</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
</tbody>
</table>

- **Merit Policy** implemented & operationalized
- Placement in the range—al] done at one time
  - 100%
  - $495,144*
  - See** below
- Freeze the movement of the range
  - Policy needs to be developed
  - to address movement of the pay range
- Market Review Completed—with Mercer
  - x
  - x
- Pay range move due to market review
  - x
- Performance Evaluation Tool
  - Evaluate effectiveness
  - x
  - x
- Development of Bonus Plan—HR

---

*Funding needed to move people in the range is allocated from sources other than future administrative salaries.

*Estimated figure pending verification
Scenario 2: 2 year scenario-placement in the range is accomplished over two years

<table>
<thead>
<tr>
<th>Year</th>
<th>Cost</th>
<th>Year</th>
<th>Cost</th>
<th>Year</th>
<th>Year</th>
<th>Year</th>
<th>Year</th>
</tr>
</thead>
<tbody>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Placement in the range</td>
<td>50%</td>
<td>50%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>First year - 10 years to midpoint</td>
<td>$264,212*</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Second year - 4-6 to 1st quartile and 7-9</td>
<td>See* below</td>
<td>$230,835*</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>to midpoint</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Merit Policy - includes implementation and operationalize criteria/Training</td>
<td>partial</td>
<td>100%</td>
<td>See** below</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Freeze the movement of the range</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Policy needs to be developed to address movement of the pay range</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Market Review Completed</td>
<td></td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pay range move due to market review</td>
<td></td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance Evaluation Tool</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evaluate effectiveness</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Re-Develop with rating for merit</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Departments identify merit criteria</td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training of all supervisors regarding form and merit</td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New tool utilized</td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Merit-100%</td>
<td></td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development of Bonus Plan -HR</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Approximate figures based on verification

** Funding needed to move people in the range is allocated from source other than future administrative salaries

Correction in the first year is for administrative staff members who have worked at BGSU for ≥10 years and are not at the midpoint, be moved to midpoint.

Correction of placement in the second year is for administrative staff members who have worked for BGSU between 4-6 year. Those with 1-6 years are moved to the 1st quartile with those with 7-9 be moved to the midpoint.
### Scenario 3

3 year scenario - placement in the range is accomplished over 3 years

<table>
<thead>
<tr>
<th>Year</th>
<th>Cost</th>
<th>Year</th>
<th>Cost</th>
<th>Year</th>
<th>Cost</th>
<th>Year</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$364,312*</td>
<td>2</td>
<td>$145,196*</td>
<td>3</td>
<td>$35,646*</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Funding needed to move people in the range is allocated from sources other than faculty administrative salaries.**

**Correction of placement in the first year is for administrative staff members who have worked at BGSU for > 10 yrs. If not at the midpoint, be moved to midpoint.**

**Correction of placement in the second year is for administrative staff members who have worked at BGSU for 7-9 yrs. & are not in the 1st quarter, be moved to 2nd quarter.**

**Correction of placement in the third year is for administrative staff members who have worked at BGSU for 4-6 years and are not in the 1st quarter, be moved to 1st quarter and others identified employed before January 1999.**

---

**Placement in the range**

- First year - 10 + years to midpoint
- Second year - 7-9 years to midpoint
- Third year - 4-6 years to first quarter

**Merit Policy - includes implementation**

- Partial
- Dev. criteria
- 100%

**Freeze the movement of the range**

- Policy needs to be developed
- To address movement of the pay range

**Market Review Completed**

- X

**Pay range move due to market review**

- X

**Performance Evaluation Tool**

- Evaluate effectiveness
- Re-develop with rating for merit
- Departments identify merit criteria
- Training of all supervisors regarding merit
- New tool utilized

**Merit - 100%**

**Development of Bonus Plan - HR**

- X
Date: Wed, 2 Dec 1998 10:14:13 +0100
Reply-To: asc-reps@listproc.bgsu.edu
Sender: owner-asc-reps@listproc.bgsu.edu
Precedence: bulk
From: jblinn@bgnet.bgsu.edu (Joyce Blinn)
To: ASC-REPS <asc-reps@listproc.bgsu.edu>
Subject: dec. agenda
Mime-Version: 1.0
X-Sender: jblinn@mailbox.bgsu.edu

Agenda for Dec. 3 meeting
Alumni Room University Union
1:30-3:00

1. Call to Order
2. Introduction of Substitutes
3. Approval of Minutes
4. Chair’s Report
5. Chair-Elect’s Report
6. Secretary’s Report
7. Committee Reports
   Amendments
   External Affairs
   Awards and Special Recognition
   Internal Affairs
   Personnel Welfare
   Professional Development
   Salary
   Scholarship
   Ad Hoc Committee on Administrative Staff Teaching Compensation Policies
8. Old Business
9. New Business
   Pro-rated Merit Proposal
   Revised Performance Evaluation Protocol

1. Supervisors and employees should come together at mid-year to:
   a. assess job performance to date (primary and occasional duties);
   b. discuss progress to date toward meeting agreed upon goals for the year;
   c. assess and adjust goals at mid-year, if necessary; and
   d. outline criteria that will be used to determine merit, informed by unit-level discussions of what constitutes meritorious performance (at least for the 1998-99 academic year). (The merit document passed in June of 1997 indicates merit criteria should be in place prior to the beginning of the performance evaluation cycle. However, since most units do not have merit criteria in place for 1998-99, expectations with respect to how meritorious performance will be determined at year end need to be discussed. We would hope that such unit-level criteria for at least the 1998-99 academic year would be established by January 30, 1999 at the latest. A memo directing administrative units to develop merit guidelines in a collaborative and consensual process among all unit staff will be forthcoming.)

2. Following this mid-year review, a brief narrative outlining the employee's progress toward goals, noting adjusted goals (if necessary), and indicating that satisfactory performance is being made, should be signed by both supervisor and employee and forwarded to Human Resources.

3. (From the current Administrative Staff Handbook, page 26, item 4c) If at any time during the contract period the supervisor notes a problem in the administrative staff member's performance, a meeting should be held to discuss the problem and corrective actions. In extraordinary cases, when the supervisor determines after the initial meeting the performance is still inadequate, then the supervisor shall provide a written statement to the administrative staff member again outlining the problem and corrective actions. This statement shall be signed by the supervisor and the administrative staff member and a copy shall be sent to Human Resources. Progress toward improving performance shall be part of the regular annual (year-end) evaluation. These procedures are to be followed before non-renewal of contract based on performance.

4. The year-end review will take place as scheduled and should determine whether the employee's performance was satisfactory in meeting expectations (meritorious), unsatisfactory in meeting expectations
(non-meritorious), or exceeded expectations. Units will have the option of either using the existing performance evaluation form or an enhanced narrative format to complete the year-end review.

5. The enhanced narrative should include an assessment of the employee's job performance (primary and occasional duties) and a summary of the employee's progress toward goals. After the supervisor has signed the evaluation, the employee should have the opportunity to add additional comments. An employee's signature indicates a review of the evaluation has taken place, not agreement or disagreement with its contents. After the second level supervisor has signed the narrative and a copy is provided to the employee, the original narrative should be sent to Human Resources.

6. An institutional commitment to the performance evaluation process is critical and Human Resources is charged with ensuring the process takes place and deadlines are met as outlined.

7. In early 1999, an ad hoc committee should be formed by ASC Exec (which will include, but not be limited to, representatives from the original Performance Evaluation Committee, Human Resources, and PWC) to gather data with respect to the effectiveness of the performance evaluation process in an effort to: (1) ascertain what elements in the current process have been effective and (2) recommend alterations to further improve the performance evaluation process.

8. If the work of this committee is not completed prior to the start of the 1999-2000 academic year cycle, it is proposed that the revised performance evaluation process continue in effect for the 1999-2000 academic year. The only change to the process outlined above would be that merit criteria should be agreed upon when goals are set for the 1999-2000 academic year and not at the mid-year review.
(non-meritorious), or exceeded expectations. Units will have the option of either using the existing performance evaluation form or an enhanced narrative format to complete the year-end review.

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Here ist is

Salary Increases

(Replaces page 43 Section on Merit Pay and Merit Evaluation and Merit and Across the Board Increases for Administrative Staff)

The following will be incorporated into policies and procedures related to salary/merit increases.

Bowling Green State University salary increases for administrative staff are 100% merit-based. Continuing University funded full-time and part-time staff members are eligible for consideration for full merit. In addition, staff members employed for one calendar year or less will be considered as follows:

Administrative staff members employed by December 31 are eligible for consideration for a full merit increase for the next year.

Administrative staff members employed after December 31 are eligible for consideration for a merit increase on a pro-rated basis.

Pat Green
Administrative Director
Center for Photochemical Sciences
Bowling Green State University
Bowling Green, Ohio 43403
Phone: 419-372-6008
Fax: 419-372-6069
e-mail: pgreen@bgnet.bgsu.edu
http://www.bgsu.edu/departments/photochem
Salary Increases
(Replaces page 43 Section on Merit Pay and Merit Evaluation and Merit and Across the Board Increases for Administrative Staff)

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Administrative staff members employed after December 31 are eligible for consideration for a merit increase on a pro-rated basis.
Administrative Staff Council Meeting
Thursday, December 3, 1998

Members Present: William Blair, Joyce Blinn, Deb Boyce, Marilyn Graetz, Deb Burris, Sidney Childs, Claudia Clark, John Clark, James Elsasser, Mike Faior, Pat Green, Linda Hamilton, Keith Hofeckar, Sandy Ledro, Paul Lopez, Mary Lynns Pornish, Bonita Sanders-Bamby, Charyl Surafov, Jane Schimpf, Matt Webb, Deb Wells, Mary Beth Zachary

Members Absent: Craig Badet, Dianne Cherry, Judy Donald, John Haertung, Dawn Mays, Penny Nimitz, Jan Peterson, Jan Puffnar, Tim Smith, Kurt Thomas, Robin Veitch, Donna Whitburn, Calvin Williams

Substitutes: Michael Fitzpatrick for Sharon Hanna, Nadine Johnson for Laura Waygner and Jane Palmer, Sid Sink for Shelley Appelbaum

Guest: Scott Borgelt from the Monitor

Call to Order: The meeting was called to order at 1:30 by ASC Chair, Deb Boyce

Corrections to November Minutes: Addition to the Professional Development Committee activities. The committee is developing a grant program to help Administrative Staff attend conferences and other professional development activities. In addition, the committee is planning a "mini-conference" to take place on campus spring semester.

The Professional Development Committee's "Professional Connections" initiative is up and running. Assignments will be made. Under the Grant Program, proposals application for grants for a maximum of $500 will be available. Also, a mini-conference conference of 1/2 day is being planned.

Approval of Minutes: Keith Hofeckar moved and Linda Hamilton seconded, and the amended minutes were approved.

Chair's Report:

Members of the most recent Legion's meeting were told that $15 freshmen had not yet registered. Few hundred of those freshmen had registered. The Legions asked the ASC to tell any freshmen who had not yet registered to contact Steve Richardson (in the Provost's Office). An article will be in the BG News the week of December 7. (Note: As of December 7, 1998, students were advised to go to their respective college offices to register.) The goal is to get all the freshmen to register before the holiday break. It was brought out that upperclassmen are also experiencing registration problems.

President Picheau's goal is for a 5% increase in the incoming freshman with just 20% of his plans.

Dr. Ana-Maria Lancetari sent a message that the international student who was the subject of a BG News article about long-distance calling had had the charges and taxes refunded. Also, those students who had been charged taxes on their calls will be having the taxes refunded. Taxes should never be charged on phone calls. But students should be aware that after 30 seconds the student will be charged even if the call is not answered. The same policy applies to international calls but the time frame is 2 minutes.

President Picheau asked ASC to be alerted about the "College is Possible" information campaign that stresses that it is still financially feasible to go to college. He asked ASC to present the material to its constituents.

Summary Information and Talking Points

- This fall over 1200 institutions of higher education came together to form the Coalition of America's College and Universities.

- Together this group with the support of the Dept. of Education and the American Council on Education...
(ACE) has launched a national education campaign established to ensure that all Americans have the resources necessary to make an informed decision about whether and how to attend college.

- The campaign bears the name of the three word message aimed at the American public..."College is Possible".

- Featuring a website [www.CollegesArePossible.org] and a U.S. Department of Education 800 number (1-800-433-3243), the Coalition hopes to simplify not only the process of applying to and selecting a college, but also identifying the means and resources to help make college possible.

Key Points revealed by the American Council on Education (ACE) Study on College Costs:

1. A Recent Study by the American Council on Education (ACE) (Spring 1993) revealed that while students and parents believe that higher education is critically important to personal, many drastically overestimate the cost, often by as much as 312%.

2. Although tuition percentage did rise significantly in the 1980's and early 1990's, annual increases have stabilized at 5%.

3. Of students attending four-year colleges, 75% pay less than $2000 a year, and more than half pay less than $4000.

4. Practically, there is a big difference between college costs and what people actually spend after grants, scholarships, and low-interest loans.

5. The ACE study also found that Americans underestimate the resources available to them, as $60 billion is available to students in financial aid from federal, state, local, and institutional sources to help them make college possible.

6. Seven out of ten students qualify for financial aid and many actually receive a substantial amount.

7. The study found that parents and students need more information on the various components of college costs and why they are on the rise.

8. At public universities like BGSU, there is a direct correlation between decreasing state appropriations and increasing tuition. As an institution that receives approximately 32% in state subsidy, we have become state-assisted rather than state-supported.

9. The costs of excellent programs and exceptional facilities (student recreation center, library, student union, residence halls, computer labs) put a significant strain on the university budget. These costs, coupled with the legal and administrative costs associated with complying with state and federal regulations, present substantial strains on the University's limited resources.

10. Ohio lags behind the national average and many of our neighboring mid-western states in sending high school graduates on to some type of higher education.

Ohio (60%) (of the 60% who are not going on to attend college, some might believe that a college education is financially out of their reach).
Illinois (68%); Michigan (67%); Kentucky (65%); National Average (65%); Wisconsin (64%)

The University Planning Council which is assessing strengths and weaknesses at the university, establishing annual priorities, looking at a 5-10 year goals of updating the web site.

Chair-Elect’s Report - no report

Secretary’s Report - no report

Committee Reports

External Affairs- Marilyn Brezti thanked those who participated in the Holiday Parade.
Regarding the spring semester plans...the committees had talked with the Offices of Student Affairs on ways to reach out to students. Student feedback had indicated that students would like to see more
Faculty and staff at college events. It was suggested that ASC members might want to select an event in the spring and go as a group. Keith Hofacker said that there are group rates (25 or more) for events at Moore Musical Arts Center. The committee will meet Dec. 16.

Personnel Welfare- see "New Business"

Professional Development- made additions to the November minutes

Salary- is continuing to gather data to help advance salary comparisons with peer institutions and to establish benchmarks for administrative staff. Gene Palmer has worked with the University of Akron to compare salaries of the two institutions. It was also mentioned that administrative staff has representation on the President's Committee dealing with salary issues- Bryan Banner (a past ASC president), Shelly Appelbaum, Cheryl Pusey, and Joe Luthman (ASC's choice).

Scholarship Committee- will meet Dec. 7 in the Canal Room at 1:00. There will be an upcoming raffle with the Grand Prize being a destination somewhere outside of Bowling Green that requires air transportation.

Ad Hoc Committee on Administrative Staff Teaching Compensation Policies- is in the process of formulating recommendation.

No Reports from Amendments, Awards and Special Recognition, and Internal Affairs

Old Business- none

New Business-

(1) Pro-rated Merit Proposal- Since future salaries will be based on 100% merit, certain information in the current Administrative Staff Handbook (page 43) must be reworded to reflect that change. The following will be incorporated into policies and procedures related to salary / merit increases.

Bowling Green State University salary increases for administrative are 100% merit based. Continuing University funded full-time and part-time staff members are eligible for consideration for full merit. In addition, staff members employed for one calendar year or less will be considered as follows:

Administrative staff members employed by December 31 are eligible for consideration for a full merit increase for the next year.

Administrative staff members employed after December 31 are eligible for consideration for a merit increase on a pro-rated basis.

Discussion followed. There was concern about to whom the proposal is forwarded. Do the HP, Provost, and President's Committee all need to look at it and pass on it?

A motion was made and seconded to approve the Pro-Rated Merit Proposal as written. The motion was passed.

(2) Revised Performance Evaluation Process

It is a stop-gap measure designed to help the mid-term evaluations be more user-friendly given the fact that the merit criteria have not yet been established. Some decision criteria are subjective. The process involves using the current form or a narrative outlining the employee's progress toward goals, noting adjusted (if necessary), and indicating that satisfactory performance is being made.

Discussion followed about whether the current evaluation form and process is too cumbersome, whether the form should be scrapped since it has been in use only a short time, the usefulness of the form as a way to encourage (or force) dialogue and to get a higher response in evaluations. Human Resources currently 80% are being reviewed.

Printed for jblinn@bgnet.bgsu.edu (Joyce Blinn)
Amendment 1- A motion was made to amend the process as stated in the proposal. Paragraph 31... "The year-end review will take place as scheduled and should determine whether the employee's performance was satisfactory in meeting agreed upon (inspected) expectations (meritorious), unsatisfactory in meeting expectations (non-meritorious) or exceeded expectations. Units will have the option of either using the existing performance evaluation form or an enhanced narrative to complete the year-end review." 

Amendment 2- Deals with the documenting of unsatisfactory performance (Paragraph 33). 

"... In extraordinary cases, when the supervisor determines after the initial meeting the performance is still inadequate, then the supervisor shall provide a written statement to the administrative staff member again outlining the problem and corrective actions. This statement shall be signed by the supervisor and the administrative staff member, and a copy shall be sent to Human Resources and the second-level supervisor (supervisor). " Cheryl Furseoy made a motion to amend the document and Linda Hamilton seconded. The motion was passed.

A motion was made that this proposal continues into the year 2000 if the lack of the special committee(s) (to be formed) using funded research is not completed. The motion was passed.

Sid Childs moved to send the proposal as amended. Keith Hofacker seconded. The motion was passed.

Good of the Order:

Claudia Clark said that the last grief group for the semester will be meeting on Monday December 7 at the Counseling Center.

James Elsasser encouraged ASC to attend and support the hockey games.

The Customer Appreciation Sale is in progress.

Sid Childs said that the Hawaiian celebration will be held on Friday Dec. 11 at 5:30 PM in Olscamp hall room 101B.

Bonita Sanders-Bamby said that the Gospel Choir will be holding its Fall Concert.

Keith Hofacker said that concerts will be presented by such groups as the Women’s Chorus, Accapella Choir, Orchestra and others.

Keith Hofacker made a motion to end the meeting. Deb Wells seconded it. The meeting adjourned at 3:00 P.M.

The next meeting is January 7, 1999 at 1:30 Alumni Room, University Union.

Thanks for your input. Joyce
December 7, 1998

Memorandum

To: Rebecca Ferguson  
Assistant Provost, Human Resources

From: Pat Green, Chair  
ASC Personnel Welfare Committee

Attached is a proposed Administrative Staff Handbook change that was passed by Administrative Staff Council on December 3, 1998. Since our salary increase is now 100% merit-based, this proposed change removes the reference to across the board salary increases. It also proposes that administrative staff with less than one year of service, hired after December 31, are eligible to be considered for a merit increase on a pro-rated basis.

The ASC Executive Committee and Council felt it was important to make these changes now so it will be clear to administrative staff hired in 1999 and their supervisors that the new staff member is eligible for merit. It also would be especially important for the staff member and supervisor to establish merit criteria as soon as the new employee started work.

We, therefore, would like you to present this change to the administration for approval and transmission to the Board of Trustees for their consideration and approval in January or February.

Thank you for your help.

PG:aaf

Enclosure

cc: Deb Boyce  
Paul Lopez  
Dr. Charles Middleton  
Eileen Sullivan
Salary Increases
(Replaces page 43 Section on Merit Pay and Merit Evaluation and Merit and Across the Board Increases for Administrative Staff)

The following will be incorporated into policies and procedures related to salary/merit increases:

Bowling Green State University salary increases for administrative staff are 100% merit-based. Continuing University funded full-time and part-time staff members are eligible for consideration for full merit. In addition, staff members employed for one calendar year or less will be considered as follows:

Administrative staff members employed by December 31 are eligible for consideration for a full merit increase for the next year.

Administrative staff members employed after December 31 are eligible for consideration for a merit increase on a pro-rated basis.

Approved by Administrative Staff Council Executive Committee November 24, 1998.

December 10, 1998   BOT Report

We have had a busy fall. The Administrative Staff Council continues to make progress toward its 1998-99 goals, and there are several I'd like to update you on today.

Compensation

On November 5, 1998, ASC passed a proposal to alleviate the improper placement of individuals hired before the implementation of the administrative staff compensation plan in January 1996. This placement proposal, was shared with you at the November 6th finance committee meeting of the board, and is an important first step in addressing administrative staff compensation.

As I shared with the President's Panel last week, ASC's standing committees are ready and willing to assist the President's Administrative Staff Compensation Working Group in their work in establishing a compensation benchmark for administrative staff and developing scenarios to help move administrative staff salaries toward that benchmark.

Revision of the Performance Evaluation Process

At our December 3, 1998 meeting, ASC passed modifications to the performance evaluation process in an effort to streamline the process.

An ASC Executive Committee is forming an Ad Hoc Performance Evaluation Committee that will include representatives from Human Resources, PWC and the original Performance Evaluation Committee. Their charge is to gather data in an effort to (1) ascertain what elements in the current process have been effective and (2) recommend alterations to further improve the performance evaluation process. The goal is to have the committee's work finished in early June of next year, so that recommendations can be implemented for the next contract year as soon as possible.

A memo, jointly developed between Human Resources, ASC and the provost's office will be distributed to administrative staff members and their supervisors early next week, outlining the streamlined process. More
important, the memo calls upon departments and units to determine through collaborative and consensual unit-level discussions what constitutes meritorious performance; i.e. performance that meets agreed upon expectations (meritorious), exceeds agreed upon expectations, or does not agreed upon expectations (non-meritorious).

**With Implementation of 100% merit system**-

ASC passed an administrative staff handbook change on Dec 3, 1998 to remove the reference to an across the board salary increase and proposes that administrative staff members with less than one year of service, hired after Dec. 31 are eligible to be considered for a pro-rated merit increase. That handbook revision has been forwarded to the administration for consideration and approval.

An Ad Hoc Administrative Staff Handbook Revision Committee, to be chaired by Beverly Stearns, Library & Learning Resources, is being formed. The work of this committee is critical to the welfare of administrative staff since the currently distributed handbook was compiled in July of 1994 and revisions since that date need to be incorporated into the printed handbook.

**Develop training and professional development opportunities**

In an effort to continue to develop training and professional development opportunities for staff, administrative and classified staff leadership teams worked with Admissions and Human Resources to assess employee interest in taking academic courses for professional development. We were successful in getting two departments-- computer science and interpersonal communication-- to offer courses on Saturdays as a pilot program this past spring and fall, and we hope to be able to build on this momentum in the future.

ASC's Professional Development Committee is developing a grant application process to award professional development funds to administrative staff members. The committee is also planning a half-day professional development conference on campus for this spring. I'll keep you updated as those plans develop.
**Enhance collaborative enrollment and retention efforts**

In an effort to enhance collaborative enrollment and retention efforts, a number of administrative staff have joined classified staff, faculty, and undergraduate and graduate students, as volunteers in support of three, first-year, student success initiatives this fall.

235 members of the University community and 30 individuals from the larger, extended community touched the lives of over 300 students through their volunteer work with Springboard, a program designed to create and foster an active and empowering learning environment. Volunteers meet weekly with their student in small-group and one-on-one sessions to provide feedback and encouragement, as freshmen work to develop core competencies in oral and written Communication, Leadership, Self-Assurance, Problems Solving, Analysis and Judgement.

700 students are enrolled in 28 sections of UNIV 100 this fall, taught by 58 volunteer faculty, staff and student instructors and undergraduate peer facilitators. The course is designed to help new students adjust to college life and establish skills that will allow them to be successful at BGSU. It provides on-going orientation to BGSU resources, academic skills, and provides a forum for discussion of social issues and the life changes that take place in the first year of College.

About 100 students and coaches were connected through The BG Effect Mentoring Program this fall. This mentoring program is designed to help students succeed at Bowling Green State University by personalizing their college experience and helping students make social and academic transitions to campus life. In many instances, mentors become an integral part of students' overall BGSU experience, lasting well beyond the first year of college.

Research indicates that students who feel connected to the University are more satisfied with their college experience and are more likely to persist to graduation. The more than 400 volunteers from the administrative and classified staff, faculty and undergraduate and graduate student bodies, are to be commended for their efforts, working with nearly 1200 BGSU freshmen this fall, helping to build the premier learning community in Ohio and one of the best in the nation.
Finally, on the lighter side, for the second year now, a small but mighty contingent of administrative staff members and their families, marched and passed out candy, along with a contingency led by University undergraduate and graduate students and other BGSU staff members in the Bowling Green Holiday Parade. The effort, coordinated by Deb Magrum, is a fun opportunity for us to increase the visibility of BGSU in the community.

On behalf of ASC, I would like to extend happy holiday greetings to each of you.
12/10 Agenda Meeting with Chuck and Becca

1. Revised Performance Evaluation Process – ASC passed on 12/3

2. Pro-rated Merit Proposal – ASC passed on 12/3

3. Draft of Administrative Directive on establishing unit merit criteria

4. Administrative Staff Hiring Concerns
   - amount of time taken from submission of position questionnaire to HR and eventual posting of the position.
   - amount of time from completing interview process to making offer to candidate.
   - amount of time to get approval for negotiated salary above the mid-point.

5. Administrative Staff Position Reevaluation Review Team
   - update on team's status.
   - number of positions currently being re-evaluated?
   - training to be completed.

6. ASC forming Ad-Hoc Administrative Staff Handbook Revision Committee
I realize that some of you have told me you have conflicts with tomorrow's ASC Exec mtg. I look forward to seeing you tomorrow!

ASC Executive Committee Meeting
Founders Club 57
December 15, 1998
11:45 a.m. - 1:15 p.m.

1. Discussion of Performance Appraisal Evaluation Proposal from IPRA
   (This proposal was passed out at last Exec mtg. and also given to
   Exec members at 12/3 ASC mtg. If you need a copy, let me know.)

2. Discuss the Appointment of members to Committees:
   (Please come with suggestions.)
   a. Administrative Staff Performance Evaluation Review Committee
   b. Administrative Staff Handbook: Revision Committee
   c. University Dining Services Advisory Board
   d. Shelly's replacement on ASC, ASC Exec, scholarship committee

3. Date on President's Panel

4. Other items? (please email me)

Thanx! See you soon!

Deb
TO: All Administrative Staff and Supervisors of Administrative Staff

FROM: Deborah Boyce, Chair, Administrative Staff Council
Rebecca Ferguson, Assistant Provost

DATE: December 17, 1998

RE: Mid-Year Performance Evaluation Process

In June of 1997 the Board of Trustees adopted the Principles and Recommendations for a Performance-Based Merit System for Administrative Staff at Bowling Green State University. In June of 1998 the Board of Trustees adopted a salary resolution which included the fact that salary increases for faculty and administrative staff will be determined by 100% merit-based system. This system aligns merit allocations with contributions towards achievement of University goals.

This year, as you complete your mid-year performance review, it is imperative that you have a clear understanding of what your goals are for the year and how your performance will be reviewed in relationship with these goals. Supervisors in each department or unit ‘must work’ with employees to clearly identify the performance standards expected for staff to receive merit. Collaborative departmental or unit-level discussions should take place between supervisors and employees to determine what constitutes meritorious performance, i.e. performance that meets agreed upon expectations (meritorious), exceeds agreed upon expectations, or does not meet agreed upon expectations (non-meritorious).

There has been an increase in the overall number of administrative staff evaluations completed this year. We did receive, however, many comments that the performance evaluation form is cumbersome to use. In response to those concerns, we are suspending the requirement that the performance evaluation form be used this year. You and your supervisor may utilize the existing form or the enhanced narrative format (see point #5 in the attachment) as long as there is a clear understanding by you and your supervisor of the criteria on which your performance will be measured and on which merit will be awarded. (See the attached revised Performance Evaluation Process, which was passed by the Administrative Staff Council on December 3, 1998 and modified by the Administrative Compensation Working Group on December 14, 1998.)

If you have not already established merit criteria by department and/or unit, this should be done as soon as possible. Unit level merit criteria must be established, mid-year performance reviews should be conducted between employees and supervisors and documentation must be submitted to the Office of Human Resources no later than January 30, 1999. If you have any questions, please contact Rebecca Ferguson at 372-2259 or ferguson@bgnet.bgsu.edu.
Passed by Administrative Staff Council on 12/3/98 (as amended)
Modified by the Administrative Compensation Working Group on 12/14/98

1. Supervisors and employees should come together at mid-year to:
   a. assess job performance to date (primary and occasional duties);
   b. discuss progress to date toward meeting agreed upon goals for the year;
   c. assess and adjust goals at mid-year, if necessary; and
   d. outline criteria that will be used to determine merit, informed by unit-level discussions of what constitutes meritorious performance (at least for the 1998-99 academic year). (The merit document passed in June of 1997 indicates merit criteria should be in place prior to the beginning of the performance evaluation cycle. However, since most units do not have merit criteria in place for 1998-99, expectations with respect to how meritorious performance will be determined at year-end need to be discussed. We would hope that such unit-level criteria for at least the 1998-99 academic year would be established by January 30, 1999 at the latest. A memo directing administrative units to develop merit guidelines in a collaborative process among all unit staff will be forthcoming.)

2. Following this mid-year review, a brief narrative outlining the employee's progress toward goals, noting adjusted goals (if necessary), and indicating that satisfactory performance is being made, should be signed by both supervisor and employee and forwarded to Human Resources.

3. (From the current Administrative Staff Handbook, page 26, item 4 c) If at any time during the contract period the supervisor notes a problem in the administrative staff member's performance, a meeting should be held to discuss the problem and corrective actions. In extraordinary cases, when the supervisor determines after the initial meeting the performance is still inadequate, then the supervisor shall provide a written statement to the administrative staff member again outlining the problem and corrective actions. This statement shall be signed by the supervisor and the administrative staff member, and the second-level supervisor if performance is deemed to be unsatisfactory. A copy should be distributed to Human Resources. Progress toward improving performance shall be part of the regular annual (year-end) evaluation. These procedures are to be followed before non-renewal of contract based on performance.

4. The year-end review will take place as scheduled and should determine whether the employee's performance was satisfactory in meeting agreed upon expectations (meritorious), exceeded agreed upon expectations, or unsatisfactory in meeting agreed upon expectations (non-meritorious). Units will have the option of either using the existing performance evaluation form or an enhanced narrative format to complete the year-end review.

5. The enhanced narrative should include an assessment of the employee's job performance (primary and occasional duties) and a summary of the employee's progress toward goals. After the supervisor has signed the evaluation, the employee should have the opportunity
to add additional comments. An employee's signature indicates a review of the evaluation has taken place, not agreement or disagreement with its contents. After the second level supervisor has signed the narrative and a copy is provided to the employee, the original narrative should be sent to Human Resources.

6. An institutional commitment to the performance evaluation process is critical and Human Resources is charged with ensuring the process takes place and deadlines are met as outlined.

7. In early 1999, an ad hoc committee should be formed by ASC Exec (which will include, but not be limited to, representatives from the original Performance Evaluation Committee, Human Resources, and PWC) to gather data with respect to the effectiveness of the performance evaluation process in an effort to: (1) ascertain what elements in the current process have been effective and (2) recommend alterations to further improve the performance evaluation process.

8. If the work of this committee is not completed prior to the start of the 1999-2000 academic year cycle, it is proposed that the revised performance evaluation process continue in effect for the 1999-2000 academic year. The only change to the process outlined above would be that merit criteria should be agreed upon when goals are set for the 1999-2000 academic year and not at the mid-year review.
TO:   All Administrative Staff and Supervisors of Administrative Staff

FROM: Deborah Boyce, Chair, Administrative Staff Council
      Rebecca Ferguson, Assistant Provost

DATE: December 15, 1998

RE:   Mid-Year Performance Evaluation Process

In June of 1997 the Board of Trustees adopted the Principles and Recommendations for a Performance-Based Merit System for Administrative Staff at Bowling Green State University. In June of 1998 the Board of Trustees adopted a salary resolution which included the fact that salary increases for faculty and administrative staff will be determined by 100% merit-based system. This system aligns merit allocations with contributions towards achievement of University goals.

This year, as you complete your mid-year performance review, it is imperative that you have a clear understanding of what your goals are for the year and how your performance will be reviewed in relationship with these goals. Each department or unit must clearly identify the performance standards expected for staff to receive merit. Collaborative and consensus-departmental or unit-level discussions should take place between supervisors and employees to determine what constitutes meritorious performance, i.e. performance that meets agreed upon expectations (meritorious), exceeds agreed upon exceptions, or does not meet agreed upon expectations (non-meritorious).

There has been an increase in the overall number of administrative staff evaluations completed this year. We did receive, however, many comments that the performance evaluation form is cumbersome to use. In response to those concerns, we are suspending the requirement that the performance evaluation form be used this year. You and your supervisor may utilize the existing form or the enhanced narrative format as long as there is a clear understanding by you and your supervisor of the criteria on which your performance will be measured and on which merit will be awarded. (See the attached revised Performance Evaluation Process, which was passed by the Administrative Staff Council on December 3, 1998.)

If you have not already established merit criteria by department and/or unit, this should be done as soon as possible. Unit level merit criteria must be established. Mid-year performance reviews should be conducted between employees and supervisors and documentation must be submitted to the Office of Human Resources no later than January 30, 1999. If you have any questions, please contact Rebecca Ferguson at 372-2259 or fergusbr@bgsu.edu.

[Handwritten notes]
1. Supervisors and employees should come together at mid-year to:
   a. assess job performance to date (primary and occasional duties);
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2. Following this mid-year review, a brief narrative outlining the employee's progress toward goals, noting adjusted goals (if necessary), and indicating that satisfactory performance is being made, should be signed by both supervisor and employee and forwarded to Human Resources.

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4. The year-end review will take place as scheduled and should determine whether the employee's performance was satisfactory in meeting "agreed upon" expectations (meritorious), exceeded "agreed upon" expectations, or unsatisfactory in meeting "agreed upon" expectations (non-meritorious). Units will have the option of either using the existing performance evaluation form or an enhanced narrative format to complete the year-end review.

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FROM:       Deborah Boyce, Chair, Administrative Staff Council
            Rebecca Ferguson, Assistant Provost
DATE:       December 17, 1998
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3. (From the current Administrative Staff Handbook, page 26, item 4 c) If at any time during the contract period the supervisor notes a problem in the administrative staff member's performance, a meeting should be held to discuss the problem and corrective actions. In extraordinary cases, when the supervisor determines after the initial meeting the performance is still inadequate, then the supervisor shall provide a written statement to the administrative staff member again outlining the problem and corrective actions. This statement shall be signed by the supervisor and the administrative staff member, and the second-level supervisor if performance is deemed to be unsatisfactory. A copy should be distributed to Human Resources. Progress toward improving performance shall be part of the regular annual (year-end) evaluation. These procedures are to be followed before non-renewal of contract based on performance.

4. The year-end review will take place as scheduled and should determine whether the employee's performance was satisfactory in meeting agreed upon expectations (meritorious), exceeded agreed upon expectations, or unsatisfactory in meeting agreed upon expectations (non-meritorious). Units will have the option of either using the existing performance evaluation form or an enhanced narrative format to complete the year-end review.

5. The enhanced narrative should include an assessment of the employee's job performance (primary and occasional duties) and a summary of the employee's progress toward goals. After the supervisor has signed the evaluation, the employee should have the opportunity
to add additional comments. An employee’s signature indicates a review of the evaluation has taken place, not agreement or disagreement with its contents. After the second level supervisor has signed the narrative and a copy is provided to the employee, the original narrative should be sent to Human Resources.

6. An institutional commitment to the performance evaluation process is critical and Human Resources is charged with ensuring the process takes place and deadlines are met as outlined.

7. In early 1999, an ad hoc committee should be formed by ASC Exec (which will include, but not be limited to, representatives from the original Performance Evaluation Committee, Human Resources, and PWC) to gather data with respect to the effectiveness of the performance evaluation process in an effort to: (1) ascertain what elements in the current process have been effective and (2) recommend alterations to further improve the performance evaluation process.

8. If the work of this committee is not completed prior to the start of the 1999-2000 academic year cycle, it is proposed that the revised performance evaluation process continue in effect for the 1999-2000 academic year. The only change to the process outlined above would be that merit criteria should be agreed upon when goals are set for the 1999-2000 academic year and not at the mid-year review.
January 27, 1999

To: Deb Boyce, Chair Administrative Staff Council  
Bacca Ferguson, Assistant Provost

Fr: Linda S. Dobb, Dean, Libraries and Learning Resources (LLP)

Re: Merit Criteria for LLP Administrative Staff

This is in response to the memo of December 17, 1998 entitled:  
"Mid-Year Performance Evaluation Process"

We, in Libraries and Learning Resources (which includes Instructional  
Media Services, the Center for Archival Collections, the Popular  
Press, the Northwest Ohio Regional Book Depository, as well as the  
Jerome and Science Libraries) are working diligently on refining  
our Merit criteria for administrative staff.

We cannot, however, meet the deadline of January 30, 1999 for forwarding  
those criteria to you. I will forward them to you as soon as they are  
completed.

I apologize for any inconvenience this may cause at this time.
MEMORANDUM

TO: Administrative Directors (See distribution below)

FROM: R. Darby Williams, Dean

SUBJECT: Mid-Year Administrative Staff Performance Reviews

December 30, 1998

All of you by now should have received a December 17 memorandum from Deborah Boyce and Rebecca Ferguson regarding the need for supervisors to conduct mid-year performance reviews of their administrative staff employees.

To facilitate this process, I have designed a one-page mid-year performance appraisal form, which has been approved by our Dean's Executive Cabinet for use at Firelands College. Attached are copies of the instrument for use with the appropriate administrative staff employees as listed at the bottom of this memo.

Please schedule a mid-year performance review with each of the individuals listed beside your name. These reviews need to take place during the first three weeks of January 1999. You will need to have a copy of the 1998 end-of-contract-year performance appraisal forms for each employee and their current position description. (Karen Munsterman can make copies should you need them.)

As you and the employee review performance at mid-year and progress towards achieving goals, be sure to determine areas of achievement as well as problem areas or concerns that require corrective action. Use the “comments” section on the mid-year appraisal form to record any changes in responsibilities or adjustments in goals and to identify specific accomplishments or problem areas needing improvement. For new employees (who do not have previous end-year evaluations), this is the time to establish goals for the remainder of the contract period.

During your discussion with the employee, you also need to explain criteria to be used in assessing job performance and determining merit increases at the end of this year. We should be in excellent shape as Firelands College has been following the BGSU Administrative Staff Performance Appraisal process and tying merit awards to performance ratings for years.

It is important to let employees know how well they are doing and to clearly identify whether or not they are meeting, partially meeting, exceeding, or failing to meet performance expectations at mid-year. Use the four-item checkmark and include brief explanations in the “Comments” section to clarify and give reasons for the mid-year rating.
Evaluation forms do not need to be typed, but they must be legible and clear. Submit two signed mid-year evaluation forms for individuals listed below no later than Monday, January 25. Observation/comment sections for supervisor and employee are identical to those on our end-year forms. Both parties (the supervisor and the employee) must sign the forms, but the signature of the employee verifies only that the review has taken place (i.e., not necessarily that the employee agrees with the supervisor’s mid-year assessment).

In a few instances, as indicated by an * asterisk below, evaluations will require joint handling and collaboration by two administrators or chairs. Please call me if you have any questions or concerns about how to conduct these collaborative mid-year reviews.

Thank you for your cooperation with this newly mandated mid-year review requirement. I believe that our streamlined form will minimize the paperwork burden and allow us to focus on the important part of the entire performance review process, which is open and candid communication with our employees.

RDW:km

A. Hazlett (A. McKinley)
J. Pommersheim (T. May, A. Wilson*)
D. Schnetzer (M. Stradtman*)
R. Slater (P. Nemitz*, J. Rogers, M. L. Stradtman*, A. Wilson*)
J. Smith (C. Puder, M. Janes)
C. Stocker (R. Graham)
J. Welsh (J. Nayduciak)
D. Williams (J. Hartung, R. Slater, L. Ruszkowski*, C. Stocker, J. Welsh)

bxc: R. Ferguson
✓D. Boyce
C. Middleton
### Mid-Year Administrative Staff Performance Review

<table>
<thead>
<tr>
<th>Administrative Staff</th>
<th>Report Period:</th>
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<tbody>
<tr>
<td>Member Name</td>
<td>From: ___________ To: ___________</td>
</tr>
<tr>
<td>BGSU ID No:</td>
<td>Date of Review:</td>
</tr>
<tr>
<td>Department</td>
<td>___________________</td>
</tr>
</tbody>
</table>

With regard to performance of position duties and responsibilities, appraisal rating dimensions, and annual goals, at mid-year this employee’s performance:

- [ ] Exceeds Performance Standards
- [ ] Meets Performance Standards
- [ ] Partially Meets Performance Standards
- [ ] Fails to Meet Performance Standards

**Supervisor Comments:**

**Supervisor Signature:**

**Date:**

**Employee Comments:**

**Employee Signature:**

**Date:**

Signature indicates that a mid-year performance review has taken place.

**Second Level Supervisor Signature:**

**Date:**
Firelands College, Bowling Green State University
Administrative Staff Performance Appraisal

Administrative Staff
Member Name
BGSU ID No:
Department

Report Period:
From: To:

Type Rating:
Probationary □
Annual □
Special □

NOTE: Place a check mark in the block that is most applicable for each dimension.

With regard to the performance expectations for each rating dimension, this employee ....

<table>
<thead>
<tr>
<th>Rating Dimension</th>
<th>Fail to Meet</th>
<th>Partially Meets Standards</th>
<th>Meets Standards</th>
<th>Meets Minimum Standards</th>
<th>Fully Meets Standards</th>
<th>Greatly Exceeds Standards</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commitment to institutional mission and goals</td>
<td></td>
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<tr>
<td>Adherence to policies, procedures, and regulations</td>
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<td>Leadership and motivation</td>
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<tr>
<td>Performance of position duties and responsibilities</td>
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<tr>
<td>Program monitoring, coordination, and management</td>
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<tr>
<td>Core professional/technical knowledge and skills</td>
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<tr>
<td>Personal professional development</td>
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<td>Resource use and management</td>
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<td>Service and quality orientation</td>
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<td>Administrative responsiveness</td>
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<td>Initiative and problem-solving skills</td>
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<td>Teamwork and team-building</td>
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<td>Written and oral communication skills</td>
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<td>Interpersonal relations at work</td>
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<td>Internal/external relations and service</td>
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<tr>
<td>Accomplishment of agreed-upon goals and objectives</td>
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Goals for Current Rating Period:

Goals for Next Rating Period:
Performance Appraisal Areas:

- **Commitment to institutional mission and goals.** Promotes and works toward achievement of BGSU, Firelands College, and unit/area mission and goals.

- **Adherence to policies, procedures and regulations.** Understands and adheres to University, College and unit/area policies, procedures, and regulations.

- **Leadership and motivation.** Develops and implements programs and policies in area/unit to enhance work effectiveness, customer service, and employee motivation.

- **Performance of position duties and responsibilities.** Demonstrates ability to accomplish all assigned responsibilities and duties fundamental to the position.

- **Program monitoring, coordination, and management.** Monitors, coordinates, and directs program activities to ensure adherence to University and College policies and to meet unit/area goals and objectives.

- **Core professional/technical knowledge and skills.** Understands and applies job-related knowledge, competencies, and technical expertise to fulfill responsibilities of the position.

- **Personal Professional development.** Works at learning new skills through formal training, professional organizations, conferences, continuing education, professional networking, etc.

- **Resource use and management.** Demonstrates ability to obtain, train, develop, utilize, and efficiently manage college resources in his or her unit/area.

- **Service and quality orientation.** Provides excellent customer service and monitors quality standards for service delivery by self and employees in unit/area.

- **Administrative responsiveness.** Meets deadlines, responds promptly to problems, and pursues administrative tasks to culmination.

- **Initiative and problem-solving skills.** Acts without prompting to resolve conflicts, solve problems, and handle administrative matters that need attention.

- **Teamwork and team-building.** Maintains a positive workplace environment; promotes collaborative teamwork, and encourages employee involvement and staff development.

- **Written and oral communication skills.** Communicates effectively with administrators and coworkers; prepares and presents effective unit/area reports.

- **Interpersonal relations at work.** Develops and maintains collegial working relationships with supervisors, staff coworkers, and others.

- **Internal/external relations and service.** Presents a positive impression of self and University while participating in service activities; effectively participates in campus events, meetings, committees, and community service activities.

- **Accomplishment of agreed-upon goals and objectives.** Shows ability to look ahead, plan activities, and subsequently identify specific accomplishments.
Hi and Happy Holidays,

Members of the Telecommunications Advisory Committee and the Computing Council voted overwhelmingly in favor of approval of the purpose, membership and functions of the proposed Information Technology Committee yesterday and I forwarded the proposal to President Ribeau for his review with a request that he return it to me by the end of January.

Veronica