Correspondence 1989

Bowling Green State University. Administrative Staff Council

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Notes

1. Photocopies
2. Post-It Notes
MEMORANDUM

TO: Dr. Paul Olscamp, President
FROM: Jill Carr, Chair, Administrative Staff Council
RE: Search for the Director of Affirmative Action

At the December meeting of the Administrative Staff Council a concern was raised regarding the composition of the search committee for the Director of Affirmative Action. It has been brought to our attention that the committee is comprised of two administrative staff representatives, one classified staff representative, and four faculty members. Since the Affirmative Action Director is considered an administrative staff position, we feel that the search committee composition is too heavily weighted in the faculty area.

In order to alleviate this imbalance the Administrative Staff Council Executive Committee is requesting that either two additional administrative staff members be added to the committee or that the Executive Committee of the Administrative Staff Council be given the opportunity to participate in the on-campus interview process including the opportunity to submit a written evaluation of each candidate.

Additionally, while this is not our area of concern, a question was raised as to why student representation is not present on the search committee. The Director of Affirmative Action handles student complaints regarding racial and sexual harassment. It would seem appropriate that the undergraduate and graduate student bodies have the opportunity to participate in this search.

Thank you for the opportunity to bring this concern to your attention. Please give me a call if you have any questions or wish to discuss this in further detail.
TO:    Jill Carr, Director  
       Housing  
FROM:  Jim Corbitt, Associate Vice President  
       for Operations  
SUBJECT: Parking Appeals Committee  

Attached are memos we discussed in late December - Administrative Staff Council interest.

Although I didn't ask Earl if it would be OK, I'm sure he would have no problems sharing them with you.
TO:  Kevin Work - Chair, University Parking Committee  
      Harry Tyson - Chair, Parking Appeals Committee  
      Jean Yarnell - Manager, Parking and Traffic  
FROM: Karl E. Vogt - Vice President for Operations  
RE:  Recommendations for Parking Appeals Committee  

December 14, 1988

This is to acknowledge receipt of recommendations of the University Parking Committee to improve workings of the Parking Appeals Committee. I appreciate the commitment of the Parking Committee to the overall welfare of the University community so evident in the recommendations for change.

While in principle, I am supportive of Parking Committee recommendations, four issues are especially troublesome and preclude endorsement of proposals at this time - namely, 1) membership of the Parking Appeals Committee; 2) organizational linkage (transfer of Parking Appeals Committee from V.P. Operations to the University Parking Committee); 3) authority of Appeals Committee Chair, and 4) appropriate procedures during Summer Terms and Christmas break.

Before I proceed to share reactions to proposals as indicated above, I want to note that it would be helpful to me (or Vice President-elect Robert Martin) were factors accounting for proposed changes revealed. Logics to support recommendations are not provided in the 18 November proposal package. Accordingly, the reader is unable to develop a sense or feel for the kinds and intensities of dissatisfactions with current operating conditions which prompted proposals. Perhaps a consultation involving members of the Parking Committee/Appeals Committee and representatives of this Office would prove mutually beneficial.

Turning to specific concerns-

1. Membership Composition
   
The implied logic for "weighting" Appeals Committee membership in favor of the faculty, it seems to me, is that faculty have greater ownership, equity, or property rights in the operations of parking services and the workings of the appellate function, than other constituents. Given that parking appeals impact equally all campus constituents, however, faculty have no more property rights in the appellate process than others. Therefore, the composition of the Appeals Committee should not be skewed in any way to favor one group of constituents over another. Committee membership should include one faculty member as well as one member representing the administrative staff and one member of the classified staff.
Members of the classified and administrative staffs are precluded from serving as Chair as only faculty are eligible to serve as Chair. What factors account for denying Chair rule to administrative/classified staff? The proposal suggests an elitist attitude that only faculty possess the appropriate competencies, commitments, decision making/problem solving skills and leadership capabilities to Chair committee activities. I favor opening-up applications to administrative and classified staffs to serve as Chair.

2. Reporting Relationships
While the reporting linkage of the Appeals Committee should be redirected from the Office of the Vice President of Operations to the University Parking Committee, it is difficult to speculate why the status quo generated problem-provoking situations demanding change and that a modification in reporting relationships would result in Committee performance improvements. Without strong arguments in favor of moderating reporting relationships, Committee should continue to report directly to V.P. Operations.

3. Authority of Appeals Committee Chair
I fear that the appeals process would lose credibility were the Committee Chair to possess "czar" like authorities to reject appeals especially since criteria to base resolution judgements are somewhat worthless and no "common law" experiences exist. Chair should not possess proposed prerogatives.

4. Appellate Procedures
While I recognize that appointment of a Parking Services staff person to handle appeals during the summer term and Christmas is an expediency, nonetheless, this proposed procedure begs the question why have a staff person rule on appeals all times? The delegation of Committee authorities to Parking Services, even for graduation times of the year, violates the principle which prompted the creation of the Committee in the first place - that is, the separation of powers and checks and balances.

I welcome and look forward to further discussions about proposals. Perhaps we can get together during the Christmas break. Please feel free to contact me at your convenience.

wc. J. Corbitt
December 14, 1988

TO: Ms. Linda Swaisgood
Public Relations

FROM: Karl E. Vogt
Vice President for Operations

RE: Parking Appeals Committee

Thank you for bringing your concerns and those of the Administrative Staff Council about proposals to modify operations and reporting relationships of the Parking Appeals Committee to my attention. I found your insights especially helpful. Accordingly, please be advised that I informed the University Parking Committee, Harry Tyson and Jean Yarnell that recommendations as they now stand are rejected. The following concerns preclude endorsement of proposals at this time - 1) membership composition of the Parking Appeals Committee is (inappropriately) skewed in favor of the faculty; 2) representatives of classified/administrative staffs denied opportunity to serve as Chair, Appeals Committee; 3) decision prerogatives of Chair to reject appeals inappropriate given campus "culture", and 4) Parking Services should not handle appellate process vis-a-vis ideal of separate powers.

xc. J. Corbit
MEMORANDUM

TO: Norma Stickler
Assistant to the Vice President for Academic Affairs

FROM: Philip R. Mason
Executive Assistant to the President

RE: Fee Waiver Policy

January 17, 1989

In response to your recent memo about the Dependent Fee Waiver Policy and its consistency with the Internal Revenue Code, I have consulted with Gaylyn Finn, Carl Lipp, and John Mattimoe and provide the following answers to questions raised at the Administrative Staff Council meeting:

1. Provision 151 is the Internal Revenue Service's definition of dependent and is thus still applicable to our fee waiver policy. Compliance with section 132(f) of the Internal Revenue Code must also be met.

2. The dependent fee waiver policy is consistent with IRS regulations.

3. Although not specifically stated, "earnings of the child" does refer to gross earnings. If you feel clarification of the phrase is needed, please proceed to initiate a change in the policy.

dmm
February 6, 1989

Paul J. Olscamp, President
Bowling Green State University

Dear Paul:

I am happy to report to you that after lengthy debate at our Administrative Staff Council meeting on February 2, separate motions were passed to endorse your recommendation to prohibit smoking in the facilities of Bowling Green State University and to prohibit the sale of tobacco products at Bowling Green State University.

Some were concerned about problems of enforcement, potential loss of income from conferences, and whether we could prohibit students from smoking in their "rented residences" when we require them to live on campus. Nevertheless, the motions passed in spite of these concerns.

I am eager to hear the results from the other constituent groups and am hopeful that such a policy can become effective soon.

Sincerely,

[Signature]

Patrick T. Fitzgerald, Chair
Administrative Staff Council

[Signature]

WBGU
TV 27

Bowling Green State University
245 Trumbull Street
Bowling Green, OH 43403 • 419-372-2700
February 14, 1989

MEMORANDUM

TO: Annmarie Heldt
   Administrative Staff Personnel

FROM: Norma J. Stickler
       Secretary, Administrative Staff Council

Please be advised that the Executive Committee of the Administrative Staff Council today voted to retain in the Administrative Staff Handbook the complete text of the Grievance and Hearing Procedures. Thanks for your comments on this issue. We agree that it is important that administrative staff have both the perception and the reality of complete and prompt access to the procedures.

wv
xc: Patrick Fitzgerald
Mr. Mel Murray  
University Trustee  
425 W. Ridge Dr.  
Fostoria, Ohio 44830  

Dear Mr. Murray:

Thank you so much for taking the time to speak with me today. I am sending this letter to confirm your agreement to meet with the Administrative Staff Council on Thursday, March 2, 1989 at 1:30 pm in the Alumni Room of the University Union.

As we discussed this morning, it would be appreciated if you would address the Council for the first 15 or 20 minutes. Suggested topics for you to address are: your opinion on the role of the Administrative Staff at BGSU, comments regarding your experience as a Trustee, and any insight you might have on the state budget situation and how it relates to higher education. The remainder of the time can be spent answering questions from individual Council members.

Again, thank you for agreeing to meet with us. We will look forward to seeing you on 3/2. If you have any questions, please do not hesitate to give me a call.

Sincerely,

Jill Carr  
Chair-elect  
Administrative Staff Council

JC/jm

cc: Pat Fitzgerald  
Norma Stickler
March 6, 1989

Mr. Mel Murray
University Trustee
425 W. Ridge Dr.
Pothoria, Ohio 44830

Dear Mr. Murray:

On behalf of the Administrative Staff Council, please accept my thanks and appreciation for meeting with us yesterday afternoon. Your insights were quite helpful and we are very pleased that you are willing to listen to our issues and concerns.

Pat Fitzgerald and other designated members of the executive committee will be contacting you in the near future to arrange for the luncheon meeting that you suggested. We look forward to this opportunity.

Again, thank you for your time and we will see you soon.

Sincerely,

Jill Carr
Chair-elect
Administrative Staff Council

cc: Pat Fitzgerald
    Norma Stickler
April 12, 1989

MEMORANDUM

TO: Annmarie Heldt
Administrative Staff Personnel

FROM: Norma J. Stickler
Assistant to the Vice President for Academic Affairs

The Administrative Staff Executive Committee has approved the following revision to the Grievance and Hearing Procedures. In the section relating to the grounds for petition of grievance, the Council's earlier proposed revision had been:

"A. Failure to observe due process at the unit level."

We wish to replace that proposal by the following:

"A. Matters of interpretation or application of University policy or of the provisions of the Administrative Staff Handbook."

WV
xc: Pat Fitzgerald, WBGU-TV
    Jill Carr, Housing
April 11, 1989

MEMORANDUM

TO: Annmarie Heldt
   Administrative Staff Personnel

FROM: Norma J. Stickler
       Secretary, Administrative Staff Council

The attached statement was approved by the Administrative Staff Council at its meeting of April 6, 1989. The Council wishes to have the statement used as a guideline for your use as you work with University departments to establish screening committees for administrative staff positions. As is evident from the content, the Council's primary concerns were that when searches for administrative staff positions are conducted, there should be significant representation from the administrative staff on the search committee and that there should not be an official on the search committee who wields undue influence on the proceedings.

wv
xc: Patrick Fitzgerald
    Jill Carr
Screening Committees for Administrative Staff Positions

The Screening Committee of 3 to 6 individuals is formed as soon as the position is advertised, and its composition is mutually agreed upon between the hiring department and Administrative Staff Personnel Services. Screening Committees for administrative staff positions should ordinarily be composed of administrative staff members; however, when the position is one that has a direct relationship with students, faculty, or classified staff as a constituency, there should be representation from that respective group. The majority of the screening committee should be administrative staff and there should be both male and female membership. If the position is one that has an impact in other vice presidential areas, representatives from some of those areas should be included on the search committee. Neither the contracting officer nor the selecting official of the advertised position is to be a member of the screening committee.

Approved by Administrative Staff Council 4/6/80
May 11, 1989

MEMORANDUM

TO: Annmarie Heldt, Director
    Administrative Staff Personnel Services

FROM: Norma J. Stickler
    Secretary of Administrative Staff Council

Attached, for inclusion in the Administrative Staff Handbook, are revisions to the Administrative Staff Bylaws. These revisions were approved by the Administrative Staff Council at its May 4, 1989 meeting. Thank you for your assistance.

attachments
Proposed Amendments to the Bylaws of Administrative Staff Council

ARTICLE 1: MEETINGS, Section 6, Attendance Policy

After the absentee Administrative Staff Council member has been notified by the Secretary of his/her designation as absentee, his/her name shall be placed before all/missing/staff/members of THE EXECUTIVE COMMITTEE at any regular meeting. At that time a vote of two-thirds of those present shall be sufficient to remove the absentee Administrative Staff member from office.

ARTICLE 2: COMMITTEES, Section 2, ASC Standing Committees

A. Elections Committee - This committee shall be composed of the ASC secretary, who shall be its chair, and two other council members as needed.

B. Professional Development Committee - This committee is charged with...

C. Personnel/Welfare - This committee shall annually review the administrative staff handbook. The committee shall also review...

D. Finance - This committee, one of whose members will be the Chair-Elect, shall prepare annually the ASC budget...

E. Scholarship - The responsibility of the committee...
F. **Amendments** - This committee shall initiate and receive proposed amendments.

G. **SALARY** - This committee shall compile comparative data and make a salary proposal each year on behalf of the administrative staff.

---

**ARTICLE 4: ELECTIONS, Section 5, Nomination and Election SELECTION to ASC Standing Committees**

**A. Nominations**

ASC members may be nominated or may volunteer to serve on ASC Standing Committees. Annually the Election Committee will solicit nominations and volunteers to serve on ASC Standing Committees.

**B. Election SELECTION**

The Election Committee annually and following certification of candidates shall conduct the election of members of ASC Standing Committees. From among the nominees and volunteers, the ASC Executive Committee shall annually fill vacancies on ASC Standing Committees.

approved by ASC May 4, 1989
March 14, 1989

MEMORANDUM

TO: Administrative Staff Council
FROM: Bylaws Committee
RE: Amendments to the ASC Bylaws

Three groups of amendments are proposed to the ASC Bylaws.

The first amendment proposes that when an ASC member has missed more than the allowed number of meetings and is, therefore, to be replaced on the Council, it be the Executive Committee rather than the full Council that votes to remove the "absent" member from the Council. This is a more practical approach and will result in less public focus on the issue.

The second group of amendments revises the ASC committee descriptions by removing references to the number of persons who are to be on each committee. Experience has shown that the number of committee members needed in a given year varies, as does the number of people who are able to serve.

The Executive Committee is also recommending the establishment of a separate Salary Committee so that this committee can donate its efforts exclusively to the yearly salary recommendation. Compilation of the necessary data and assessment of the statistics takes a great deal of time. The Personnel Welfare Committee will handle the handbook review, policy proposals, and fringe benefit review. The work of the Salary Committee and the Personnel Welfare Committee will be coordinated through the Executive Committee.

The third amendment proposes that the Executive Committee fill vacancies on ASC standing committees--as has been our practice. It seems pointless to hold elections for committees when, in fact, it is sometimes difficult to find volunteers. There will continue to be an effort to involve as many ASC members as possible on standing committees and to have broad representation.
May 12, 1989

Dr. J. Christopher Dalton  
Vice President for Planning and Budgeting  
McFall Center

Dear Chris:

After discussion at our general ASC meeting on May 4th, it was clear that the ASC Welfare Committee would not have a "market adjustment" policy ready until the June meeting. Because of the urgency which you had indicated, it was decided that the ASC Executive Committee would draw up guidelines at their next meeting and request that they be used in distributing market adjustments.

The Executive Committee met on May 9th and decided upon the criteria which are on the attached document. While we realize that we cannot make policy on a "market pool" is distributed, we do feel strongly that "market adjustment" pools are quite different from merit pools and should be used only for truly needed and verifiable market inequities.

I also request that feedback to the ASC chair, Jill Carr will be taking over as of July 1, be provided either from your office directly or through Annemarie Baldt concerning the disposition of the market adjustments for this year’s pool.

I hope that new procedures concerning applying for market adjustments and guidelines for awarding market adjustments will be coming from ASC soon for consideration by the Ad Council.

If you would like clarification concerning any of the requested guidelines included here, please call me.

Thank you.

Sincerely,

[Signature]

Patrick Fitzgerald, Chair  
Administrative Staff Council
REQUESTED GUIDELINES FOR 1989 MARKET ADJUSTMENTS

FOR ADMINISTRATIVE STAFF*

The Executive Committee of the Administrative Staff Council realizes that the "market" for any employee is not an absolute figure, but represents a range within which a staff member would expect to find employment elsewhere and within which the University might expect to pay a replacement staff member should a vacancy occur. For the purposes of making market adjustments, we recommend that a figure of + or - 10% of the average salary for comparable positions be considered as being within "market" salary for an individual. (A salary of up to 10% below market could justifiably be attributed to a lesser amount of experience on the job, lesser number of years at BGSU, etc.)

It is the firm belief of the ASC Executive Committee and the entire Council, as expressed in the general meeting of May 4, 1989, that the University has an obligation to make sure that all of its Administrative Staff are being paid a wage that is within a "market range" commensurate with required education, skills, and experience.

If the University chooses not to be able to raise all the Administrative Staff salaries that are below market this year, the ASC Executive Committee requests that the following criteria be used in determining which adjustments are made:

1. Market adjustments** should be made only for those whose salaries fall more than 10 percent below the average for comparable positions.

2. Of those who fall below market, highest priority should be given to those whose salary is the farthest percentage below market regardless of the actual dollar amounts this represents.

3. Market adjustments should be available only to those who have been employed in their current University position for 3 years or more at the end of the current fiscal year.

4. Other criteria being equal, priority should be given to those who have served the University for the longest.

5. Market adjustments should be given in sufficient amount to assure that the staff member’s resulting salary would at least be within market range, that is + or - 10% of an average of comparable positions.

Passed by ASC Executive Committee- May 9th, 1989

** Market adjustments are not to be confused with changes in position or responsibility. Money for promotions and changes in responsibilities should be provided separate from the market adjustment criteria outlined here.
May 22, 1989

MEMORANDUM

TO: Linda Canady
Faculty Senate Office

FROM: Norma J. Stickler, Secretary
Administrative Staff Council

The Administrative Staff have elected the following individuals to three-year terms on University committees:

- Equal Opportunity Compliance: Diane Regan
- Union Advisory: John Buckenmyer
- Insurance Appeals: Anmarie Heldt
- Library Advisory Committee: Regina Kostyu
- Telecommunications: Barry Piersol
- Strategic Planning: Suzanne Crawford
- University Computing Council: Laura Emch

Please forward these names to the Committee on Committees or to the individual committee chairs as appropriate.

cc: Diane Regan
    John Buckenmyer
    Anmarie Heldt
    Regina Kostyu
    Barry Piersol
    Suzanne Crawford
    Laura Emch
    Jill Carr
    Greg Jordan
MEMORANDUM

TO: Marcia Buckenmyer
   Administrative Staff Personnel

FROM: Norma J. Stickler
      Assistant to the Vice President for Academic Affairs

June 7, 1989

As my second term as secretary of Administrative Staff Council is nearing completion, it is an appropriate time to write to thank you for all of the help you have given me and the Council. Your courteous and prompt response to requests for labels, labels, labels, is much appreciated. I have informed Greg Jordan, the next ASC secretary, that you will be working with him to develop next year's network listing.

Thanks for your assistance.

wv

xc: Annmarie Heldt
June 12, 1989

MEMORANDUM

TO: Annmarie Heldt, Director
    Administrative Staff Personnel Services

FROM: Norma J. Stickler
       Secretary of Administrative Staff Council

Attached, for inclusion in the Administrative Staff Handbook, is a statement on procedures by which Administrative Staff members may request a market adjustment. This statement was approved by the Administrative Staff Council at its June 1, 1989 meeting. Thank you for your assistance.

wv
attachment
Market Adjustments in Salaries

In situations where the salary of an Administrative Staff member is not competitive with other comparable positions, a market adjustment in salary can be requested. Administrative Staff members shall seek the guidance of Administrative Staff Personnel Services when gathering materials to support a request for a market adjustment in salary. Requests for market adjustments in salary are independent of the merit evaluation process and can be initiated by the Administrative Staff member. These requests shall be in writing and shall include a survey of salaries of comparable positions, comments from Administrative Staff Personnel Services, and other relevant supportive documentation.

The process for requesting a market adjustment in salary shall begin with a meeting of the Administrative Staff member, the staff member's immediate supervisor and the budget administrator for the staff member's area. Following this meeting, the request for a market adjustment in salary shall be submitted, by the Administrative Staff member, to his/her contracting officer or designate for review.

Approved by the Administrative Staff Council June 1, 1989
MEMORANDUM

TO: Dr. Chris Dalton, Vice President for Planning and Budgeting

FROM: Jill Carr, Chair, Administrative Staff Council

RE: 1989-90 Salary Increase

July 10, 1989

On behalf of the Administrative Staff Council and the full Administrative Staff, please accept my thanks and appreciation for the efforts you put forth which have resulted in a 4.2% across the board salary increase and a 2.8% merit pool. In light of the statewide budget situation and the circumstances confronting this University, we are very pleased to receive this increase.

We look forward to a continued positive and productive working relationship with you this year. Please do not hesitate to call on me or the Council for assistance if or when it is needed.

Again, thank you for your support and time. It is greatly appreciated.

JC/jm

cc: Dr. Paul Olscamp
    Gregg Decrane
    Greg Jordan
MEMORANDUM

TO: Paul J. Olscamp, President

FROM: Administrative Staff Council

DATE: August 23, 1989

On behalf of the entire Administrative Staff, we would like to thank you for your participation in the opening day program. Your comments were very timely and directed to our group. The enthusiastic and positive message certainly indicates an upbeat approach to the coming year. We look forward to working with you on a variety of projects that will make Bowling Green State University a better university.

Again, thank you for taking time out of a very busy day to be with us. Your support is greatly appreciated.

gr
MEMORANDUM

TO: Melissa Firestone, Editor, Monitor

FROM: Jill Carr, Chair, Administrative Staff Council

RE: ASC Goals for 1989-90

Attached please find the goals that have been established by the Administrative Staff Council Executive Committee for the current year. In addition, please find a list of accomplishments from the 1988-89 Council. If possible, I'd like to request that these be published in an upcoming edition of Monitor.

Greg Jordan, ASC Secretary, will also forward a copy of our minutes after each full Council meeting.

Thank you for your assistance. Please let me know if you have any questions.

JC/jm

cc: Greg Jordan
ACCOMPLISHMENTS FROM 1988-89

- Comprehensive salary comparison and recommendation forwarded to the VP for Planning and Budgeting
- Established database for future salary recommendations
- Began the process of studying salaries within the state of staff at the assistant and associate director level
- Requested and received funds for professional development
- Reviewed and edited the handbook
- Recommended revisions to several policies
- Continued strong committee structure
- Continued to have good representation on many University committees
- Continued scholarship program
- Dialog with SEC & CSC
- Studied and recommended market adjustment procedure
- Continued lunch time Professional Development programs
- Revised our by-laws
MAJOR GOALS FOR 1989-90

1. To enhance communication between the executive committee and council members and between council members and their constituents.

2. To conduct a comprehensive review and forward a formal recommendation regarding the administrative staff benefits program.

3. To complete a comprehensive salary proposal for the 1990-91 contract year with emphasis on a statewide salary comparison of positions not included in CUPA studies.

4. To continue the development of a common database for salary proposal use.

5. To develop guidelines for the use of our professional development funds.

6. To continue the use of our committee structure for the accomplishment of annual tasks.

7. To review the Administrative Staff Handbook

8. To investigate ERIP for Administrative Staff

9. To continue dialog with Classified Staff Council and Senate Executive Committee
MEMORANDUM

TO: Ron Lancaster, Chair
    Project 90 Steering Committee

FROM: Greg Jordan
    Secretary

RE: October ASC Meeting

Please let this memo serve as confirmation for your presentation to the
Administrative Staff Council on Thursday, October 5 at 1:30 pm in the
Alumni Room of the University Union. This will be an opportunity to share
and enlighten our forty representatives regarding Project 90. Please feel
free to take 15-20 minutes for any information you wish to share. Addi-
tional time will be available for questions.

Thank you for your willingness to be a part of the October meeting.

g
MEMORANDUM

TO: Marianne Kolbe
President's Office

FROM: Greg Jordan
Secretary

RE: Dr. Olscamp's Meeting with ASC

DATE: September 15, 1989

Please let this memo serve as confirmation of Dr. Olscamp's annual meeting with the Administrative Staff Council on Thursday, November 2, 1989 at 1:30 pm in the Alumni Room of the Union.

We will be contacting you in late October with any agenda items or questions that Dr. Olscamp might wish to address.

Thank you for your attention in this matter.

gr
MEMORANDUM

TO: Jill Carr
    Director, Housing

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

RE: Administrative Staff Handbook

Just a quick note to let you know we have not forgotten your request concerning revisions to the University's Administrative Employees Handbook.

As a result of the recommended consolidation of Personnel Offices, I have asked our staff to review the Administrative and Classified Staff Employees Handbooks. I firmly believe as we discussed earlier, that review of these handbooks are warranted to determine if some consolidation of handbook procedures can be accomplished and to further determine whether each contain administrative practices which are best covered through other forms of University policy rather than inclusion as handbook policy.

To attempt the above, I've asked Annmarie Heldt and our staff to work with you and the Administrative Staff Council to complete this review. It is our intention that we complete this procedure by the end of November and have the handbook ready for submittal to the Board of Trustees in the February meeting.

Thank you for your patience and intendant cooperation.

xc. A. Heldt
September 29, 1989

MEMORANDUM

TO: Dr. J. Christopher Dalton, Vice President for Planning and Budgeting

FROM: Jill Carr, Chair, Administrative Staff Council

RE: ASC Questions

At the end of last year Pat Fitzgerald was told that a summary statement regarding market adjustments for the 1989-90 contract year would be forwarded to him. To date, this information has not been received. Would it be possible for you to forward this summary statement to me. We are beginning to look at next year's salary recommendation and also at re-defining our market adjustment guidelines. It would be very helpful to have this information.

Also, ASC will be dealing with a motion regarding the endorsement of the report submitted by the Health Promotion Task Force. This motion was tabled last February. We need to act on this motion in the near future. We also noticed the recent endorsement made by Faculty Senate. My question at this point is the following. Is the University in a position to fund the cost of these items without a change in the salary pool? It has been our understanding that there is one pool of money to fund both salary increases and benefit increases. If benefits are to be increased, then the amount available for salary increases would be less. I noticed that the Faculty Senate resolution asks that salary monies not be impacted by the implementation of the plan proposed by the Health Promotion Task Force. Before we proceed with our motion for endorsement, I would like to know the feasibility of having this proposal implemented without an impact on the salary pool. Any insight you can share will be greatly appreciated.

As always, thank you for your time and assistance. Please give me a call if you have any questions.

cc: Gregg DeCrane
    Greg Jordan
Dr. Don Lancaster, Chair  
Project 90 Steering Committee

Dear Dr. Lancaster,

On behalf of the Administrative Staff Council, we would like to take this opportunity to thank you for sharing your thoughts and insight regarding the future of Project 90. It is apparent to all of us that the scope and the importance of this project is enormous. The impact will be felt by every student, faculty and administrative staff member.

We appreciate the time you took out of your schedule to keep us up on the status of the project. We look forward to working with you in the future in a variety of ways that will enhance the project.

For the ASC, Sincerely

[Signature]

Greg Jordan, Secretary
MEMORANDUM

TO: Dr. Paul Olscamp, President
FROM: Jill Carr, Chairperson, Administrative Staff Council
RE: Consolidation of Personnel Functions

On behalf of the Administrative Staff Council, I bring the attached resolution to your attention. On October 5, 1989 the Administrative Staff Council approved this resolution in support of the consolidation of University personnel functions. Our position is in accordance with your goal statement for 1989-90 and with the recommendations of the Personnel Study Group. We wish to emphasize our endorsement of the leadership of one executive director for personnel with two separate and distinct positions coordinating the personnel functions for administrative staff and classified staff. In addition, we are willing to offer assistance in gaining support for the funding of these positions through the appropriate budget processes.

Gregg DeCrane, Greg Jordan, and I, as the executive officers of the Council, have met with Vice President Martin regarding this issue. We now wish to meet with you, at your convenience, for a similar discussion. Thank you for your time and consideration. If you have any questions, please do not hesitate to contact me.

cc: Gregg DeCrane ✓
   Greg Jordan
October 18, 1989

MEMORANDUM

TO: Jill Carr, Chair
    Administrative Staff Council

FROM: J. Christopher Dalton
    Vice President for Planning and Budgeting

SUBJ: ASC QUESTIONS

In response to your memorandum of September 29, 1989, a total pool of $25,000 was set aside for administrative staff market adjustments. These funds were distributed to 19 individuals with increases ranging from $500 to $2,411.

I recognize the concern of ASC that any benefit enhancements not come out of the salary pool money. In one respect we could say, it would not come directly out of the salary pool but, realistically, we have one "pot" of funds to be allocated. That "pot" is looked at in its entirety by the budget committees and all the requests for funds are reviewed. The requests are for such items as operating budget increases, utility rate increases, health insurance increases, graduate student stipends, scholarship increases due to fee increases, salary pools, market adjustments, administrative computing needs, etc. Salaries is only one item that is considered. Needless to say, if we provide more funding to one of the items listed above, e.g., utilities, that allocation removes some of our funds from the "pot." Likewise, if we decide to increase our benefit package, funding would be set aside for that purpose, thereby leaving the remainder to be allocated over the remaining items. The salary pool might not be reduced to accommodate the new benefit but, given that salary and benefits are part of the compensation package, budget committee members are likely to link these two items together.

In a year of limited available funds, any increase in funding for one request must have a direct effect on the remaining items to be considered. If you would like for me to discuss this with you further, I would be happy to do so.
MEMORANDUM

TO: Members of the Administrative Staff

FROM: Jill Carr, Chair, Administrative Staff Council

RE: Professional Development Funds

October 23, 1989

I am pleased to announce that the guidelines for the distribution of our Professional Development Funds have been established. As many of you are already aware, we received an initial allocation of $5000 in this year's budget to be used for Administrative Staff professional development activities. This is the first successful step in the process of establishing a firm professional growth program for Administrative Staff on this campus.

These guidelines were established by an ad hoc committee of the Council. Please carefully read the attached document and discuss it with your colleagues. Your participation is encouraged. Should you have any questions, please feel free to contact your Council representative or any member of the Executive Committee.

Thank you for your attention to this important program. The Council looks forward to implementing these guidelines and increasing the support for the professional development of our colleagues.

JC/jm
MEMORANDUM

TO: Administrative Staff

FROM: Professional Development Sub-Committee, Pat Fitzgerald, Becky Hyman, Norma Stickler, Suzanne Crawford

RE: Guidelines for Development Grants

This year, for the first time, the Administrative Staff Council was allocated $5,000.00 to develop a fund for professional development opportunities for our members. These funds are to be used for the professional growth of full-time administrative staff members who have been at BGSU for at least 8 years. Administrative staff members may apply for institutes, seminars, workshops which will allow the administrative staff member to gain a system wide view of the institution and/or to develop an interest in her/his field which enhances the department and which, under normal circumstances, would not be paid for by the department or other university sources. (This does not mean that a portion of the amount could not be paid for by the department or other university sources.) *See appendix for examples.

A. Grants are designed to enhance the administrator's professional development. Funding will be provided for developmental activities which will increase the administrative capabilities of staff members as defined below.

1. Participation in workshops, seminars, institutes.

2. Participating in a formal course of study as may be sponsored by a professional organization or educational institution.

3. Development of administrative innovations which will increase the administrative staff member's ability to serve students and faculty (for example: learning new methods or techniques of curriculum delivery--developing television transfer courses; developing systems approaches to student services).

4. Sponsoring workshops, conferences, meetings or other similar educational experiences for administrative staff on the Bowling Green campus.

5. The successful applicant shall present to the Administrative Staff Council a report of his/her experience within three months of the conclusion of the project.
B. Funding will not be provided for:

1. Projects which contribute directly to the earning of degrees, certificates, or other professional terminal credentials.

2. Expenditures committed prior to the submission of an application.

3. National, regional, and state conferences and conventions typically supported by departments.

4. Payment of administrative staff salaries to provide release time.

5. Projects where alternative activities and/or resources are available on campus.

6. Meals and lodging unless included in the registration fee.

Submit 4 copies of the proposal and resume December 1, 1989 to past chair, ASC. The committee will make its decision by January 1, 1990. Applications submitted after January 1 will be considered based on availability of funds.

The awards will be made up to $5000 and must include a letter of support from the supervisor or other staff member.

Applicants will be considered for institutes, seminars, workshops beginning January 15 for the calendar year. The early application date allows persons to plan their application process knowing their funding.

The 1989-90 committee will include the following members:

a) Past Chair of ASC
b) Chair of Professional Development Committee
c) Chair of Personnel-Welfare Committee
d) Two ASC members appointed by Executive Committee
OUTLINE FOR ADMINISTRATIVE STAFF PROFESSIONAL DEVELOPMENT GRANT

1. Name

2. Department

3. Summary of applicant's background, professional experience, and administrative responsibilities as related to the proposed institute (enclosed professional resume).

4. Description of the institute/workshop/seminar. (Attach copy of relevant materials)
   a. title of institute
   b. objectives and expected benefit to self, institution, other staff
   c. proposed budget and letter of support
   d. indicate if additional support for this institute will be required or requested from other sources

APPENDIX

Here are some examples of institutes:
* Higher Education Resource Services - a 3 week management and leadership training institute for women administrators;
* American Management Association;
* National College and Higher Education Management Systems;
* Institute for Educational Management at Harvard;
* Leadership for a New Century;
* Association of Physical Plant Administrators;
* National Association of College & University Business Offices.
MEMORANDUM

TO: Dr. Paul J. Olscamp
   President

FROM: Greg Jordan
   Secretary

RE: November 2, 1989 ASC Meeting

Please let this memo serve as a confirmation that you will attend and address the Administrative Staff Council meeting on Thursday, November 2, 1989 at 1:30 PM in the Alumni Room of the Union. As has been the practice in your past addresses, Chair Jill Carr will introduce you and turn the floor over to you for any general comments you wish to make. A question/answer period would then follow. Please feel free to take as much time as you wish.

On behalf of the Administrative Staff Council, we thank you in advance for taking the time to meet with us. We look forward to your comments.

gr
November 3, 1989

MEMORANDUM

TO: Dave Crooks, Administrator
University Union

FROM: Nancy Kubasek
Chair, University Union Advisory Committee

RE: Union Smoking Policy Recommendation

The University Union Advisory Committee recommends that the necessary actions be taken to enable the University Union to become a smoke-free building as of the first day of Spring Semester, 1990.

The Committee began consideration of a policy at its September 15, 1989 meeting. The Committee received input from President Gliscamp; Dr. Josh Kaplan, Director of Health Services; Keith Pogon, Associate Director of the Physical Plant; and Dr. Barbara Falmi of the Counseling and Career Development Center. After listening to these presentations regarding the health impacts of second hand smoke, the air handling capacity of the Union's ventilation system, the impact that smoking bans have had on other campuses and on other institutions, the psychological effects on smokers of a smoke-free policy, and the potential economic impact of a smoke-free policy, the Committee used the remaining meeting time to discuss policy alternatives.

The following Wednesday, Committee members surveyed 1,408 users of the Union as to their feelings about what smoking policy they would like the Union to adopt. Four hundred forty-six respondents wanted the entire building smoke-free, 353 advocated a partial ban, with smoking allowed only in private offices and the fourth floor hotel rooms; and 604 wanted designated separate smoking and nonsmoking sections.

The Committee had a final discussion of policy alternatives and voted for the smoke-free policy at their October 6, 1989 meeting.

While recognizing that a number of smokers will be severely inconvenienced by this policy, the Committee feels that the health problems created by second hand smoke necessitate a smoke-free policy to be effective the first day of the 1989-90 Spring Semester.
Among the important data received by the Committee was the 1986 Surgeon General's Report on the health consequences of involuntary smoking. This report came to three major conclusions:

1. Involuntary smoking is a cause of disease, including lung cancer, in healthy nonsmokers;

2. Compared with children of nonsmoking parents, children whose parents smoke have an increased frequency of respiratory symptoms and infections, as well as slightly smaller rates of increase in lung functions as the lung matures; and

3. Simple separation of smokers and nonsmokers within the same airspace may reduce, but does not eliminate, second hand smoke exposure.

A recent review published by the National Academy of Science states that approximately 20% of the estimated 12,200 lung cancer deaths among nonsmokers are causally linked to second hand smoke.

The air in the Union continuously circulates throughout the entire building. There is, at present, no technologically and financially feasible way to keep the nonsmokers from breathing smoke emitted anywhere in the Union. Consequently, we do not feel that the choice to smoke should be allowed to interfere with the nonsmoker's right to breathe air free of tobacco smoke.

We believe that the Union should become smoke-free on the first day of the Spring Semester to allow time for the University community to become educated as to the reasons for the ban, to give smokers time to become aware of the policy so that they will not just walk into the Union one day and be shocked to discover it is smoke-free, and to give the Union administration time to take the necessary actions to implement the policy.

cc: Office of the President
    Faculty Senate
    Administrative Staff Council
    Classified Staff Council
    Undergraduate Student Government
    Graduate Student Senate
November 9, 1989

Dr. Paul J. Olscamp, President
Bowling Green State University

Dear Dr. Olscamp:

On behalf of the entire administrative staff, we would like to take this opportunity to express our appreciation to you for taking the time to meet with the Administrative Staff Council last week. We are encouraged regarding your comments about the direction the personnel office consolidation and staffing is taking. As you know, this issue is an important one to our constituents.

We too share in your perception that BGSU has an excellent environment that enhances the basic mission. The excitement and enthusiasm you project is infectious. We look forward to working with you and the university community, in the spirit of cooperation, in an effort to obtain stated goals.

For your information, we have initiated discussion with the officers of CSC regarding the office exchange concept you shared in our recent meeting. We will report back to you in the near future regarding this concept.

Again, we do appreciate your availability and willingness to meet with us and share information in an open, positive and sincere manner.

Sincerely,

Greg Jordan
Secretary
MEMORANDUM

TO: Anamarie Heldt, Interim Director Personnel Services
    Jill Carr
    Director of Housing

FROM: J. Christopher Dalton

SUBJ: Enclosed Article from NACUBO Business Officer, June, 1989 issue (pages 40-42)

This looks like an interesting idea that may be worth considering at BGSU. Although I would consider doing it within Planning and Budgeting, I think it might be more beneficial if it included "middle-level" administrative staff from several different Vice Presidential areas.

JCD:sf

copy: R. Martin
Council for Manager Development Prepares Purdue Middle Managers For Future Challenges

by ALDIS M. KNIGHT and ANDREA J. MNOCK

To demonstrate commitment to staff training and development, Purdue University conducts nearly 300 programs annually for staff members. Council for Manager Development is one of 26 programs institutes staff training and professional development activities that range from specific technical courses on business practices to a two-year executive management program which is taught by faculty from the university’s school of management.

The Council for Manager Development, a unique experience in 16 middle managers, is an example of a professional development course. Participation in the Council is drawn from about 650 administrators from physical facilities, business services, human resource and food services, maintenance, research, and the Purdue Research Foundation.

Two hundred and fifty-eight people have served on the Council since its inception. Eight of these are advanced to vice-presidential positions at the university. The Council demonstrates that key leaders can be developed from within an institution.

The specific structure and direction for the Council was modeled on the Council for Business Administration, it was implemented by then Vice President and Treasurer Lytle L. Freedkeller, and it operated primarily as a problem-solving group.

In the early days, the university lacked staff to handle a number of projects. The Council filled that staffing void. One of the first projects on which the Council for Business Administration worked concerned the strategy for the management of Stewart Center, the first multi-use building on campus, housing many different departments for both students and staff. This diversity raised the question of how the responsibility for managing these functions could be assigned without creating new problems. Council members identified potential solutions and recommended them to top administrators.

A study and analysis of university problems led the council to become less productive. In 1974 Executive Vice President and Treasurer Frederick R. Ford charged the committee with revising the program to fit the changing needs of the university. As a result of this committee’s work, the activity became known as the Council for Manager Development.

Encourages Growth

While the purpose of the Council for Business Administration was to problem-solve, the main objective of the Council for Manager Development is to create and maintain an environment within the council that is conducive to personal and professional growth. The revised council is also designed to provide an opportunity for understanding the various roles and responsibilities of members in relation to their organizational functions.

Members: serve a two-year term, during which they create and execute programs designed to promote council objectives. If one of the group’s chief goals, instrumental to achieving the main objective, is to create, propose, and execute program themes consisting of assignments, courses, and seminars. The theme changes every six months of the two-year term.

Each program is reviewed for accuracy and relevance to the assistant director of personnel services for career development. Acting as an advisor to the Council, the associate director ensures that the council’s plans and goals complement the university’s mission, provide individual training for past and present members, and serve as a technical assistant and resource person.

Once the program has been reviewed by the associate director of personnel services, it is submitted to Executive Vice President and Treasurer Ford and his immediate staff for approval.

“The Challenges of University Management” was the Fall 1988 theme. Topics covered by guest speakers included managing public relations and the role of trustees in governing the university. The Spring 1989 theme, “Executive Vision” included discussions on management of Big 10 football, management of environmental concerns, and health care benefit challenges.

The most part of the programs create the Council are intended for its members, as well as other department administrators, departmental personnel, and university staff. The Spring 1992 edition, which drew nearly 300 staff members, was titled “The New Age of Leadership and New Trends for the Decade Ahead.”

Administrative and professional staff members interested in membership on the council are encouraged to express their interest to the supervisors. Supervisors nominate members of their staff for membership, and the names are reviewed by Executive Vice President Ford and his staff.

Qualities sought in Council members include creativity, flexibility, and knowledge of problems that currently face the university. Such qualities are typically people who have five or more years of experience and a third to four years of service on the University. Membership on the council is not a guarantee that the participants will advance.

Another Tool

“It’s one more tool in the toolbox,” said Ashley, assistant director of personnel services for career development at Purdue University. He serves as an advisor to the Council for Manager Development. And the Our Program has been successful at helping many past and present university student about their impressions of the council.

40 / June 1989
Suggestions forDirecting a Training and Development Department

Do involve top management and administrators. Ask executive and leaders to support programs, sit on steering committees, and present information to staff.

Do emphasize work-related skill building workshops. It is more important for supervisors to know how to interview and select employees than to know why "right brain" thinkers are different than "left brain" thinkers.

Do evaluate the results of your training programs. Find out if supervisors have observed that classroom participation changes for the better.

Do communicate results. Take the initiative and submit articles about training programs, activities, and successes to your university newspaper, staff newsletter, professional journals, and university publications and offices.

Do use available resources. Collaborate with university colleges, schools, departments, and make arrangements to set up independent study or internships for select students. The arrangement allows a student to gain experience, have college credit, build a relationship between students and faculty, and give the training department an extra helping hand. The co-op is the time required to teach and the student.

Don't let your classes become known as an avenue for escaping work, solving complaints, and gossiping about the boss. Every workshop should be clearly described with a clear learning objective. When the workshop is scheduled during regular working hours, supervisors should arrive on time to meet and query the student.

Don't buy just any gimmicks, videos, diagrams, instruments, teaching aids, or any package that comes to your attention. Most are designed for the vendor's rather than your own needs. It's far more important to have a key administrator work closely with key personnel to determine whether a person in an "E" or "C" role should be enrolled in a workshop.

Don't allow supervisors to send their problem employees to a workshop. Instead, schedule a face-to-face discussion with the supervisor on "Why Is Discipline a Problem Employee."

Don't teach obsolete and outdated material. Regularly update courses, handouts, material, and bibliographies. Consult needs analysis and learn management issues and respond to them. Timeliness is crucial for a successful training department.

Don't forget your own training staff. Practice the skills you teach with the training staff. If you advocate "participative management," the example by doing it.
MEMORANDUM

TO: Marcia Latta, Rich Hughes
    Paula Wright, Deb McLaughlin
    Laura Emch

FROM: Jill Carr, Chair, Administrative Staff Council

RE: Ad Hoc Committee

As you are aware, for the first time very serious consideration is being given to the development of a University child care facility by upper level administration. Last year the Faculty Senate convened a committee to conduct a University wide needs analysis regarding child care. A preliminary report has been submitted by the committee which shows that a need for University child care is present. The final report from this committee should be available very soon.

In light of this, I would like to have an administrative staff ad hoc committee working on gathering input from our staff members regarding what we want in relation to this facility. I am requesting your participation as a member of this committee. I will convene the first meeting and give more details regarding the charge to the committee. I anticipate that you will complete this task by mid-April. The final report will be forwarded to the Faculty Senate and will become a part of the formal proposal to the Board of Trustees.

Please give me a call and let me know if you are willing to work on this project. Thank you for your consideration.

JC/jm

cc: Greg Jordan
    Gregg DeCrane
MEMORANDUM

TO: Ann Marie Heldt, Interim Director, Personnel
FROM: Jill Carr, Chair, Administrative Staff Council
RE: Supplemental Retirement Program

November 22, 1989

One of our goals this year is to review the Supplemental Retirement Program from the standpoint of how retirees are being placed and utilized when they return to participate in this program. We speculate that some administrative staff retirees are not being utilized to their greatest potential. In addition, there is some thought that some retirees are not satisfied with the work assignment.

Initially, we considered convening an ad hoc committee of administrative staff members to investigate this issue and submit a report and/or recommendations. However, when we expressed this goal to Dr. Olscamp, he indicated that an unbiased and objective investigation should occur outside of the council. We concur with this suggestion.

As a result we are requesting that the Personnel Office handle this task. The Council is willing to assist with data collection or any other related tasks. Please let me know what your response is to this request.

As always, thank you for your assistance.

JC/jm

cc: Greg Jordan
    Gregg DeCrane
November 30, 1989

MEMORANDUM

TO: Robert Martin, Vice President for Operations
FROM: Jill Carr, Chair, Administrative Staff Council
RE: Executive Director of Personnel

The Executive Committee of the Administrative Staff Council appreciates the opportunity to have participated in the interview process for the Executive Director of Personnel. Individual comments have been forwarded to me. A summary of these comments including my own follows, in order of the candidates’ appearance on campus:

1. DENNIS CLOUSE - Mr. Clouse is an outstanding candidate. His communication skills are strong. He is articulate, perceptive, and knowledgeable about personnel issues and about the State of Ohio system. He answered questions clearly and concisely and was open with his opinions. He indicated an ability to quickly determine the main personnel issues on our campus, particularly those regarding the Administrative Staff. His insights were good, he was personable, and he appears to be committed to creating a positive working environment for all University employees.

2. JERRY BLAZEK - Jerry is an unacceptable candidate. His communication skills are very poor, in one instance he gave a 25 minute response to one question and still didn't respond to the initial question. He gave specific, personal information including the name of an employee at the University of Southern Maine who has a substance abuse problem. This is highly unprofessional and unethical. He spoke of “firing faculty” and was generally negative toward employees. He gave no indication of having any vision or new ideas that would add to our personnel program. All in all this candidate would not be suitable for this position.

3. RONALD MOSS - Ron is a marginal to unacceptable candidate. His communication skills were not good, he was very uneasy in the interview situation, and rambled a great deal while answering questions. There is a great deal of question regarding his work history. His responses to questions regarding his previous background were vague and illogical. He did appear to have studied BGSU prior to arriving for his interview and it is impressive that he is the president-elect of Ohio CUPA.

In conclusion, the ASC Executive Committee supports the candidacy of DENNIS CLOUSE and recommends that the position be offered to him. If he should be offered and declines, we strongly recommend that additional candidates be brought to campus for interviews. The appointment of Jerry Blazek or Ron Moss to this position would not be acceptable to us.

Again, thank you for the opportunity to participate in this process. If you have any questions regarding these statements, please do not hesitate to contact me.

cc: Gregg DeCrane
    Greg Jordan
December 11, 1989

Dr. Pat Cleveland  
Department of Intercollegiate Athletics  

Dear Pat:  

On behalf of the entire Administrative Staff Council, I would like to take  
this opportunity to thank you for your presentation at the December meeting.  
It was informative and timely, especially with the negative problems that  
have surfaced this semester.  

Many council members commented how refreshing it is to see the positive steps  
that are in place regarding the academic preparation of student athletes at  
EGSU. It is unfortunate how the media can only pick up on the negative.  

Again, thank you for taking time from your busy schedule to be with us.  
Please, keep up the positive steps!  

Sincerely,  

Greg Jordan  
Secretary  

cc: J. Gregory  
gr
MEMORANDUM

To: Paul J. Olscamp, President

From: Ann-Marie Lancaster, Chair
Faculty Senate

Date: December 28, 1989

Re: Appointment of the Vice President for University Relations

I am writing to follow up our conversation of December 15, 1989 in which we discussed your intention to appoint a new Vice President for University Relations. You indicated that there are no procedures in the Academic Charter governing search processes for this position and that you view this action as simply a reassignment of responsibilities among your administrative staff. You also stated that the Board of Trustees is strongly supportive of your proposed action.

In voicing my objections to this proposed appointment, I emphasized the desirability of employing a proper search process to seek candidates for this position. Moreover, I suggested that assuming your proposed action met the letter of affirmative action regulations, it certainly did not meet the spirit of these policies. You responded by saying that you were not concerned about meeting the spirit of affirmative action. I wish to reiterate what I told you at the time that your action is simply a perpetuation of the "old boys' network" approach to vice presidential appointments.

We cannot expect affirmative action goals to be adopted at every level in this University except at the top. There is no commitment to affirmative action if affirmative action principles are applied only when it is convenient or when they do not conflict with personal preferences. Your proposed action seriously undermines Bowling Green State University's stated position as an affirmative action and equal opportunity employer.

As I stated during our conversation, it is my responsibility to present the view of the Faculty Senate even when the Faculty Senate's position conflicts with those of the University administration and the Board of Trustees. You indicated that you thought I was incorrect in my assessment of how Faculty Senate will react to this appointment and you conjectured that faculty will be supportive of it. Unfortunately, since you chose to announce this vice presidential appointment during the vacation period, there has been no opportunity for Faculty Senate members to express their views.

cc: Members of the Board of Trustees
Members of the Faculty Senate