Executive Committee Minutes June 1991-December 1993

Bowling Green State University. Administrative Staff Council

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Index: ___ Included    ___ Separate    X  None

Notes

1. Colored Paper
2. Pencil
3. Colored Ink
4. Photocopies
5. Damaged Paper
6. Post-It Notes
ASC EXECUTIVE COMMITTEE AGENDA, 8/20/91

1. AGENDA FOR FIRST ASC MEETING
   Speaker - John Moore?
   Committees - call for volunteers

2½. INSURANCE COMMITTEE REPLACEMENT

2. SPEAKERS FOR FUTURE MEETINGS
   Olscamp for October?
   Future suggestions

3. ONGOING ISSUES
   *Contract wording - to include job description
   *Exigency Planning - ongoing welfare committee issue - GJ to write PWC
   *Ferrari matching funds
   Mileage reimbursement PWC
   Professional development criteria changes (done?)
   Internal reorganization statement from EOC - P. PWC for action
   *ERIP PWC
   Vacation for grant funded employees PWC
   Salary inequities based on gender

4. GOALS FOR YEAR
   Health insurance?
   Cooperation among constituent groups?
   * Hiring ASC personnel administrator
   * Contract wording
   Pursue Ferrai matching funds (?)
   Explore feasibility of ERIP (in conjunction with EOC, textbook
   purchasing organizations)
Administrative Staff Council
Executive Committee
August 20, 1991

--Agenda for first ASC meeting of the fall (9/5/91)
Circulate committee sign-up sheet
John Moore to be guest
Possible questions for him include:
- Insurance
- AS promotion policy
- Salary inequities
- Centralization of hiring procedures
- Personal days
- Director or associate director of personnel for administrative staff
- Distribution date of new handbook
Distribution of constituent network information
- Each constituent gets page he or she is on
- Each rep gets the total network
- To be printed cost effectively
Report from chair of Personnel Welfare Committee
- Possible report topics include:
  Vacation for grant-funded people
  PERS credit for people getting 9 paychecks for 10 months of work
1991-92 Goals of ASC
Six to be circulated to ASC members prior to meeting
Insurance Committee Replacement
Josh resigning as ASC rep; Pat Fitzgerald to replace him as next highest vote-getter
Speakers for Future Meetings
Olscamp for October?
Dick Newlove
Herb Moorehead
Chris Dalton
Gregg De Crane to be asked to be liaison with CSC

Next meeting Sept. 10, Canal Room, noon
AGENDA - EXEC COMMITTEE - SEPTEMBER 10, 1991

1. New Goals
   - Child care
   - Flex time
   - Salary/benefit package

2. Committees

3. Who (if any) should redefine job description for associate director of personnel?
   
   Specification - next time

4. Mentor program for at-risk freshmen, to be provided by admin staff volunteers?
   - Join Bregen with train, issue minutes, evaluate

Announcement on bottom of minutes

- Pilot program provisions to freshmen
- Any AS member volunteer contact job

Deb tell Joan Morgan what to announce as "job duties"
Administrative Staff Council
Executive Committee
September 10, 1991

All present except Gary Palmisano.

Goals—In addition to the six presented at 9/5/91 ASC meeting, three were added:

1—Child care
   "To establish child care as a high institutional priority and move closer toward the opening of a University day care center."

2—Flex time
   "To formulate a policy that addresses the increased workloads of administrative staff members and sets a reasonable variable work schedule."

3—Salary/benefit package
   "To obtain a salary/benefits package that ranks us fourth or higher among staffs at Ohio universities."

It was noted that our goal of having job descriptions written into our contracts is a topic of Administrative Council.

Decision was made to have executive committee redefine job description for associate director of personnel to forward to Personnel Office. Cindy Puffer is gathering job descriptions of similar positions around Ohio.

Further committee appointments were made.

Josh will talk to John Moore about a schedule on which we should submit handbook changes AND if policies can be passed by Administrative Council and go into effect immediately rather than waiting for them to be approved by the Trustees and consequently approved for the handbook.

Deb will revise/add to goals for next Exec. Comm. mtg.
ASC EXECUTIVE COMMITTEE
September 24, 1991

I. Agenda for ASC meeting
   A. Richard Newlove, speaker
      1. child care
      2. work loads
      3. salary increase-equity or give us more
   B. United Way - Dave Stroiph
   C. Other Goals

II. President's Panel issues - Jyl Clew is AS rep
   (1) is there a reduction - B service plan (in the face of
   continued reduced staffing, new directors cut programs
   services 1 is higher approval needed)
   (2) child care
   (3) blue ribbon committee on health care

   PWC - More ways we need to determine duties
   of all staff personel person duties that
   are not now being performed by personel

   Survey of admin staff -
   determine problem areas
   set up workshops
   feeling of ASC Comm is survey is
   also personal staff do; responses will return
   to ASC to give more honest answers
   need to be prepared by professional surveyor
   issues such as
   - flexible / comp time
   - all personal staffer wants / needs
   need to impress importance of responding or constitute as
   AS to contact of Moore for his expertise in
   developing the survey but we'll administer

   Diane reported on CSC only
All present except Colvin and Kaplan.

--Reviewed agenda for Oct. 3 ASC meeting

--Discussed issues for possible presentation by Jill Carr at President's Panel:
  whether services can be reduced if staff is reduced
  child care
  blue ribbon health care committee membership

--Committees:
  Personnel Welfare: ASC needs to determine duties of desired administrative staff-oriented personnel position, duties that are not now being performed by personnel.
  A survey of administrative staff was discussed which would determine areas employees feel are problematic and possibly set up workshops to help people deal with them. The committee felt that a survey should be constructed with the expertise of John Moore but tallied by ASC to garner more honest answers. Issues to be addressed would be flextime, comptime, and the personnel position, along with wants and needs of employees.

--Greg DeCrane reported on his attendance at CSC.
All present.

--Discussed agenda for November ASC meeting
   Dr. Olscamp as guest; possible topics include AS handbook, salary
   inequity committee report, health care, ERIP (Josh to brief Dr. Olscamp on
   possible topics the week before the meeting)

Josh Kaplan attended EAP workshops which featured presentations by groups
such as a credit/debt restructuring firm, Children's Resource Center,
Family Services, Link, Wood Co. Council on Alcoholism

Day care was discussed when McLaughlin reported her meeting with Leigh
Chiarelott et al. Josh to contact chair of Ad Hoc Day Care committee
charged in Oct. 1990 to ask if we can help or if a report is forthcoming.

Personnel position for administrative staff--A. Bowers to look into
similar positions at other universities prior to exec. comm. detailing a
job description for the position at BGSU.
10/8/91

MEMORANDUM

TO: Gaylyn Finn
FROM: Josh Kaplan
RE: Child Care Feasibility Committee

The Executive Committee of Administrative Staff Council has asked me to write to you. One of ASC's goals for this year is to establish child care as a high institutional priority, and we wanted to be sure you were aware of our interest. We also wanted you to verify, if possible, our impression that your committee is intending to produce a report by the end of the current semester.

Good luck in your work with the committee, and thank you for your attention to this memorandum.
10/8/91

MEMORANDUM

TO: Editor, BG News
FROM: Josh Kaplan
Chair, Administrative Staff Council

In the Friday, October 4 edition, there was an article reporting on statements made by Richard Newlove, Chairperson of the Board of Trustees, about child care. I believe that the thrust of Mr. Newlove's remarks about child care were misinterpreted, and since he was speaking as a guest of the Administrative Staff Council, I wish to comment on his behalf.

I do not recall Mr. Newlove saying that placing a child care facility on the capital budget proposal was an error. What I believe he said was that a facility was not likely to get funded without additional information about the kind of child care program it would house. He went on to suggest that a small pilot program might help provide this information. Mr. Newlove was made to sound critical, and I believe that was neither the meaning nor the intent of his remarks.
**1991-92 OHIO CONFERENCE BOARD OF TRUSTEES**


**SALARY INCREASES FOR 1991-92**

Following are salary increases for this year as reported by our Public Institution chapters:

<table>
<thead>
<tr>
<th>Institution</th>
<th>Salary Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Akron</td>
<td>No Raises</td>
</tr>
<tr>
<td>BGSU</td>
<td>No Raises (+ Health Ins. Cost Increases)</td>
</tr>
<tr>
<td>Central</td>
<td>Not Yet Available</td>
</tr>
<tr>
<td>Cincinnati</td>
<td>4% atb + $512</td>
</tr>
<tr>
<td>Cinti. Tech.</td>
<td>5% atb</td>
</tr>
<tr>
<td>Cleveland</td>
<td>2% atb + Promotion Supplements</td>
</tr>
<tr>
<td>CCC</td>
<td>3.5% atb</td>
</tr>
<tr>
<td>KSU Kent</td>
<td>3% atb + 3% merit (+ $1215/Ass't. Prof.)</td>
</tr>
<tr>
<td>Miami</td>
<td>1.5% atb + $1000</td>
</tr>
<tr>
<td>OSU</td>
<td>3.5% merit</td>
</tr>
<tr>
<td>OU</td>
<td>4.0% merit</td>
</tr>
<tr>
<td>Shawnee</td>
<td>10.5% average (range 6.5%-13.5%)</td>
</tr>
<tr>
<td>Toledo</td>
<td>No Raises</td>
</tr>
<tr>
<td>Wright</td>
<td>No Raises</td>
</tr>
<tr>
<td>YSU</td>
<td>Not Yet Available</td>
</tr>
</tbody>
</table>

**COMMITTEE Z CHAIR SOUGHT**

Ohio's Committee Z (Economic Status of the Profession) is looking for a new chair. This position entails an annual survey of fringe benefits and other issues which affect the economic status of the professoriate in Ohio. All committee chairs are invited to sit on the Ohio Conference AAUP Board of Trustees. If you are interested, please submit your name to Bonnie Lisko, c/o AAUP, P.O. Box 14493, Columbus, OH 43214.
To Past Trustees

At the request of the Board of Trustees in 1982, the Administrative Staff Council was asked to create an award to recognize the service and contributions of Dr. Michael R. Ferrari. This award was established in 1983 and has been awarded each year since to the administrative staff member who has given selflessly to the betterment of the University. The award consists of a small plaque and a $400 certificate to be used for the purchase of an original piece of art from the B.G.S.U. School of Art.

Since last August, a permanent display has also been built in the hallway on the first floor of the University Union.

Since its creation, the Ferrari Award has been funded through the operations budget of the Administrative Staff Council (ASC). While their funding was appropriate in the early years when ASC was a fledgling organization, current demands on the minimal operating funds of ASC have necessitated a new funding sources. In January of 1991, Administrative Staff Council approved the establishment of the Ferrari Endowment through the University foundation. The initial campaign netted $2,523 from past officers, award recipients and acquaintances of Dr. Ferrari. This amount represents 33% of the goal of $7,500, which would allow for the continual funding of the Ferrari Award through interest generated by the endowment.

The next phase of the effort to endow the award is to solicit contributions from employees and those people who knew Mick when he was here. Dr. Phil Mason from the University Relations Office recommended that you be included among those contacted at this time. We also have received an indication from Dr. Ferrari of his desire to participate. In addition, we will be reapplying for support from the University Foundation.
I am hopeful that you will consider a donation in the $100-$500 range to the Michael R. Ferrari Endowment which will allow the continuation of a prestigious award which honors both Dr. Ferrari and the contributions of outstanding administrative staff.
--Pat Green, chair of Professional Development Committee, would like exec. comm. to request $2,500 for the professional development fund since no budget was loaded in this year. Josh is to write a memo requesting this.

--Handbook will be approved at the February trustee meeting; our submission are due Nov. 30 but we will wait til after the Dec. 5 ASC meeting to forward them to personnel. Josh will send W. Montenegro a list of all items we feel are in line for approval.

--Josh reported on attending the October trustee meeting's personnel/facilities committee, where discussion included the name of the new fieldhouse and the employee-status of the Student Legal Services' attorney.

--The agenda for the Nov. 5 ASC meeting will include Paul Olscamp as guest.

--Funding for the Ferrari Award. A letter will be sent to past trustees requesting donations for endowment of the award.
BOWLING GREEN STATE UNIVERSITY
LEAVE REPORTING FORM
ADMINISTRATIVE STAFF

Name____________________________________ SS#____________________________________

Department____________________________________ Area/Org#____________________________________

______ Full-time ________ Part-time

Type of Leave From (mm/dd/yyyy) To (mm/dd/yyyy) Total Hours Used

______ Vacation

______ Sick Leave

______ Personal Leave

______ Leave without pay

______ Military Leave

______ Jury Duty

______ Other

______ Maternity/Paternity

Sick Leave

Vacation

Leave without pay

Employee Signature____________________________________ Date__________________

Supervisor Signature____________________________________ Date__________________

Comments:__________________________________________________________

_____________________________________________________________________

HR4b:PRSNL:10/30/91
Exec Committee Agenda  October 22, 1991

1. Chair Report
   Professional Development Funding
   A. Green wants exec commit to request $2200
   for this yr, since we have no $.

2. Welfare Committee Update
   11/16 re: Equal Op Statement,
   handbook revisions (flextime, workload)

3. Agenda for November meeting
   guest is Paul Olscamp
   - approval of minutes
   - update on finances, revenues, daycare, etc.
   - handbook revisions, access, flextime, workload
   - committee reports

4. Good of the order

   ABSENT
   C. Schultz
   G. Palmisano

   Cultural diversity program
   for staff (maybe for Coed. credit), run by
   E. Champion

   Handout - Feb. trustees mtg.
   - submittals by 11/30/91
   - personal wine waiting
   - insurance changes
   - print new handbook
   - JK to send Montagne copy
   - all items we feel are
   - in line for approval since
   nothing was ready by
   last yrs deadline

   Trustees mtg attendance
   personnel/personal
   BGU Fieldhouse

   SLS is an employee
   we owe IRS $, instead
   we will add contract
   by SLS, tabled till next
   mtg.
MEMORANDUM

TO: John Moore, Executive Director
    Personnel Services

FROM: Administrative Staff Council
      Personnel Welfare Committee

RE: Request to Present Handbook Revisions to Ad Council

Enclosed you will find a memorandum from Administrative Staff Council to Administrative Council with proposed handbook revisions attached. We ask that you review these materials and forward them to Ad Council for their action.

This committee appreciates your guidance and welcomes your comments or suggestions prior to distribution of the memorandum to Ad Council.

ASC/PWC/bjs

enclosures
MEMORANDUM

TO: Administrative Council
    P. Olscamp    M. Edmonds
    L. Barber     G. Finn
    E. Clark      R. Martin
    C. Dalton     P. Mason

FROM: Administrative Staff Council

RE: Request for Handbook Revision Relative to Excessive Workloads and Flexible Scheduling

During the past year, the hiring freeze on campus has had far-reaching effects on all campus staff. While university staff numbers have diminished, the workload has not decreased correspondingly. In order to meet the needs of the University, many administrative staff have taken on additional responsibilities without compensation. Two of the goals for 1991-92 approved at the October 3 Administrative Staff Council meeting are to address the issues of excessive workloads and the consistent application of existing workload policies and to address the issue of flextime and the consistent application of the flextime policy.

Administrative staff are not compensated for extra hours of service. Several problems have arisen with this policy. Because administrative staff receive no compensatory time, some supervisors have interpreted the policy to mean that even though staff members may have, for example, worked ten or twelve hours one day, they do not have the flexibility to come in one hour later or leave one hour earlier the next day or some other day. Of primary concern to administrative staff is the instance when it is necessary for an administrative staff member to frequently or consistently work beyond the 40 hour week and yet be denied the freedom to take an hour or two off on a slower day or to go to a medical appointment without claiming sick leave. Currently, some supervisors permit administrative staff to adjust their work schedules to compensate for the excessive workload. Unfortunately, some either do not permit schedule adjustment or grant it very begrudgingly.

An additional, complicating factor is that in the cases where a supervisor will allow the staff member flexibility in the work schedule, often the work load is so heavy that the staff member cannot, in good conscience, take any time off. Some may argue that no one requires administrative staff members to work extra hours. While it can be true that a supervisor may not require that extra hours be spent on the job, we as professionals are dedicated to performing our jobs in a professional manner (i.e., we know what must be done to fulfill the requirements of the position and to accommodate the needs of the University.)
We recognize that there may be staff members who work beyond 40 hours merely because they are inefficient. That is a problem that should be addressed by the supervisor and falls outside the realm of our current recommendations.

Recently, during a question and answer session in a meeting of the Administrative Staff Council, John Moore, the Executive Director of Personnel indicated that, in recognition of the professional status of administrative staff and the lack of compensation for overtime, it was his opinion that administrative staff should be afforded flexibility in their work schedules to accommodate frequent or routine overtime. The Council agrees that even though administrative staff members do not receive hour-for-hour compensatory time, the professional status of the administrative staff merits flexibility in adjusting work schedules when frequent or routine overtime occurs. Administrative staff members should be allowed to arrange work schedules that compensate for frequent overtime while, at the same time, accommodate the required responsibilities of the position.

We emphasize that we are not seeking hour-for-hour compensatory time. We strongly believe, however, that two major changes must be made:

1. Administrative staff members who frequently work beyond 40 hours should be allowed flexibility in their work schedules so that they can use blocks of less than two hours on other occasions without charging the time to vacation, sick leave, or personal days.

2. There should be an assessment of the workload of administrative staff. Budgetary cutbacks have decreased the ranks of the staff, yet there has been no lessening of the amount of productivity expected. In some cases, even more is being expected, but with fewer staff members.

The Administrative Staff Council presents the attached substitutions for the current Compensatory Time statement (p. 29) and the Work Schedule statement (p. 93) of the Administrative Staff Handbook.

ASC/pwc
attachment
c: J. Moore
Compensatory Time

Although the work week for an administrative staff member is normally 40 hours, there are occasions when it will be necessary to work beyond the 40 hours in order to fulfill obligations of the position. Administrative staff members do not receive hour-for-hour compensatory time or compensation for such extra work. However, in recognition of the professional status of administrative staff members, they are to be afforded flexibility in adjusting their work schedules, particularly when work beyond 40 hours becomes frequent or routine. Administrative staff members who must frequently work beyond 40 hours are to be allowed the flexibility to be absent on other occasions for two hours or less without charging the time to sick leave, personal days, or vacation.

When an administrative staff member must routinely work in excess of 40 hours per week, Personnel Services should examine the job description to determine if too much is being asked of one individual. In addition, the staff member's salary should be examined to assure that compensation matches the job responsibilities. Administrative guidelines may be warranted if the duties and subsequent responsibilities are not satisfactory.

Work Schedule

A full-time administrative staff member is expected to work a 40 hour work week. In certain circumstances, it may be appropriate for full-time administrative staff members to adopt a flexible work schedule. (This is not to be confused with adjustment of work schedules due to excessive workloads, see COMPENSATORY TIME.) Such a work schedule must be arranged in advance and must be mutually agreed upon between the administrative staff member and his or her immediate supervisor, and approved by the department/area head. Normal business hours for each office are expected to be maintained. In addition, periodic review of an administrative staff member's flexible work schedule will be conducted by his or her immediate supervisor to determine whether the flexible work schedule should continue.
MEMORANDUM

TO: Personnel Welfare Committee
    Administrative Staff Council

FROM: Marshall Rose, Director
       Affirmative Action

RE: Internal Reorganization and Promotion Proposals

DATE: November 7, 1991

I wanted to write to thank you for allowing Diane Regan and me the opportunity to answer questions regarding the EOC Internal Reorganization proposal. Your comments were constructive and helpful, and I am sure whatever changes you recommend will make the proposal better. I do want to reiterate our concern that the proposal provide maximum protection for administrative staff against the arbitrary and malicious use of reorganization schemes. We recognize that in most cases this will involve administrative staff at both ends of the equation. The concern of the proposal has been to focus on the most vulnerable administrative staff member, or the subordinate staff member that would be affected by the reorganization.

In April of 1990 the Administrative Staff Council endorsed several personnel concepts pertaining to the University's administrative staff. These concepts--career counseling, career advancement, in-house training, career ladders, and internal promotion--are well established as positive aspects of human resource management. These concepts have also been recognized by the University by their inclusion in important governance documents. In fact, the ASC proposal was a reiteration of support for these concepts as stated in the University's Affirmative Action Plan.
There is clearly much to be gained, by administrative staff and the University, from the implementation of these positive concepts. I also believe that this implementation will, in most instances, enhance our equity efforts. However, I am concerned that the implementation of the internal promotion proposal may have a substantially negative impact on our affirmative action and diversity programs.

Public announcements of vacant positions and their broad distribution, especially to groups that have historically been discriminated against, is fundamental to the notion of equal opportunity. Personnel practices that encourage maintaining the status quo make it more difficult to include underrepresented groups. Even a proposal that envisions positions at the lowest administrative levels being available for external recruitment would not overcome this problem. Rather it would mean that our affirmative action and diversity efforts, at least as they pertain to recruiting minority employees, may be restricted to entry level positions.

I would prefer to look at requests for internal promotions, filling positions without a search, on a case by case basis. This would permit an individual review of the situation on its own merits rather than completely abandoning our affirmative action search procedures. Of course there will be times when waiving a search will enhance our affirmative action and diversity efforts. There will also be times when a search waiver will permit us to increase the representation of women administrators at more significant levels of the University. There may be other times when an internal promotion is in the best interests of the University for a variety of reasons. However, I do think the case should be made in light of the circumstances faced at the time.

Although I do have some misgivings about the internal promotions component of the ASC proposal, I am very much in favor of the other concepts that are endorsed. In my opinion, the implementation of the other personnel concepts would positively enhance our equal opportunity efforts. I strongly support any effort to bring more
uniformity to our personnel practices. This obviously would make the compliance monitoring responsibilities of my office easier. It would also reduce the subjective and arbitrary elements from the process determining which administrative employees get to participate in professional development. I do have some problems with the notion of career tracking for most administrative positions in the University. These problems may not necessarily be structural, and I would be happy to see the idea given further study.

In addition to adopting these positive concepts, there are other policy and procedural initiatives that I believe would benefit administrative staff and support our affirmative action and equity efforts. I think the firm and unambiguous position of the University ought to be that no administrative staff member should be disadvantaged in a search merely because she or he is an employee of the University. I would also support a policy guaranteeing interviews to all employee applicants who meet the essential requirements for the position. I do not believe, in most cases, that this will mean very large numbers. Appropriate professional development should be the "right" of every staff member. Managers and supervisors should be evaluated on how they make professional development opportunities available to members of their staff.

I would be happy to discuss any of these concepts further with members of the committee. BGSU is very fortunate to have such a committed and dedicated cadre of administrative staff. I look forward to working with you to enhance opportunities and working conditions for members of this important group. Please do not hesitate to contact me if I can be of assistance.

MR

John Moore, Executive Director, Personnel Services
Diane Regan, ASC Representative to EOC
INTERNAL REORGANIZATION
EQUAL OPPORTUNITY COMMITTEE

POLICY STATEMENT

From time to time it becomes necessary to reorganize administrative units within the University to meet newly defined responsibilities or to more efficiently manage unit operations. Most often the purpose of internal reorganization is not to create additional employment vacancies. However, it is recognized that the reorganization will affect the employment relationships for existing personnel. Because these actions may have equal opportunity implications, the Equal Opportunity Committee recommends compliance with the following guidelines:

1. Every effort will be made to insure that existing employees have secure employment in any reorganization before hiring outside of the affected administrative unit or external to the University. Internal reorganization schemes will not be undertaken merely as a means of demoting, transferring or eliminating existing employees.

2. In any reorganization the University’s diversity interests and affirmative action obligations to minorities, women, handicapped, including disabled veterans, and Veterans of the Vietnam Era will be given maximum consideration. To this end, any reorganization plan must be discussed with the Affirmative Action Director before being implemented.

3. Unless the reorganized position directly relates to the previous job functions of a particular employee all similarly qualified employees affected by the reorganization will be given equal consideration.

4. Any additional positions which result from internal reorganization will be filled pursuant to the existing affirmative action hiring procedures. Internal reorganization schemes will not be undertaken to circumvent University affirmative action procedures.
INTERNAL REORGANIZATION
GUIDELINES

For the purposes of these guidelines, reorganization is defined as any change in the organization that results in the transfer, demotion, or promotion of an employee(s) or the creation or elimination of a position(s).

Reorganization may become necessary or advantageous in order to accommodate changing responsibilities or to manage unit operations more efficiently. It is recognized that the reorganization will affect the existing employment status of personnel and that new positions may be created. Because reorganization may have equal opportunity implications, the Equal Opportunity Committee recommends compliance with these guidelines.

In any reorganization, maximum consideration will be given to the University's commitment to diversity and to affirmative action obligations for minorities, women, handicapped, disabled veterans, and Veterans of the Vietnam Era. To this end, any reorganization plan must be discussed with the Affirmative Action Director, the Executive Director of Personnel Services, as well as other appropriate administrators before being implemented. This review will include an examination of the rationale for any transfer, demotion, or promotion of an employee and for the elimination or creation of a position.

When reorganization results in a new or vacant position, all qualified employees in the unit will be given equal consideration. Efforts will be made to secure employment for existing employees before considering hiring from outside the unit or the University. New positions will be filled pursuant to the existing affirmative action hiring guidelines.

Endorsed by PWC of Administrative Staff, 11/20/91
Endorsed by the Equal Opportunity Committee—date
EQUAL OPPORTUNITY COMMITTEE

REORGANIZATION GUIDELINES

From time to time it becomes necessary to reorganize administrative units within the University to meet newly defined responsibilities or to more efficiently manage unit operations. For the purpose of these guidelines, reorganization is defined as any change in the organization that results in the transfer, demotion, or promotion of an employee(s) or the creation or elimination of a position(s). Because these actions may have equal opportunity implications, the Equal Opportunity Committee recommends compliance with the following guidelines:

1. Efforts will be made to secure employment for existing employees before considering hiring from outside the unit or the University.

2. In any reorganization, maximum consideration will be given to the University's commitment to diversity and affirmative action obligations for minorities, women, handicapped, disabled veterans, and Veterans of the Vietnam Era. To this end, any reorganization plan must be approved by the Affirmative Action Director and the Executive Director of Personnel before being implemented. This review will include an examination of the rationale for any transfer, demotion, or promotion of an employee and for the elimination or creation of a position.

3. When reorganization results in a new or vacant position, all qualified employees in the unit will be given equal consideration.

4. Any additional positions which result from internal reorganization will be filled pursuant to the existing affirmative action hiring procedures.

Endorsed by ASC Executive Committee...date
Endorsed by Equal Opportunity Committee...date
October 11, 1991

MEMORANDUM

To: Marshall Rose
   Affirmative Action

From: Sam Ramirez
      Personnel Services

Subj: ACTING/INTERIM POLICY AND PROCEDURES

Attached is a copy of a proposed policy on interim and acting appointments for administrative staff. The reason for proposing such a policy is that unlike the classified staff who have a formal temporary upgrade procedure, and the faculty who also have a formal method for making acting appointments, no such policy or procedure exists for administrative staff.

Personnel Services is periodically asked by hiring departments for guidance with respect to this issue, and the proposed policy may provide some consistency in the handling of such matters.

Recognizing that acting or interim appointments may give an appointee an advantage for a position when it is filled on a permanent basis, I believe it would be helpful if a policy were developed to guide administrators in making these important staffing decisions. In addition to providing more consistency to our employment practices, the policy can also be utilized as an important professional developmental tool for women, minorities, veterans, and the disabled.

Please give me a call if you believe there is a need for a such a policy and whether this issue should be pursued.

xc
L. Barber
J. Moore
N. Stickler
J. Litwin
J. Kaplan

- Is there a need -
10/7/91 DRAFT DRAFT DRAFT

ACTING/INTERIM APPOINTMENT POLICY AND PROCEDURES

Policy Statement

The standard practice for filling vacant administrative positions at Bowling Green State University is to conduct as broad search as possible, to attract the best qualified candidates, and to comply with the spirit and letter of equal employment opportunity legislation. In those situations where extenuating circumstances prohibit the utilization of a search process, an alternative staffing strategy is the appointment of an acting/interim replacement until a search can be conducted.

Staffing situations that require appointing an individual in an acting or interim capacity, represent an ideal opportunity to utilize women, minorities, veterans, and the disabled in positions of increased responsibilities for both evaluative and professional developmental purposes. Strong efforts should be made to ensure that acting/interim appointments fulfill the University's goal of achieving a culturally diverse working and learning environment.

The purpose of this policy is to establish uniform procedures, definitions and guidelines for the selection of acting and interim appointments at Bowling Green State University.

Procedures to Request an Acting/Interim Appointment

1. A written request with the rationale explaining the extenuating circumstances that prohibit a department from conducting a formal search should be placed in writing and forwarded to the appropriate Vice President for approval. The rationale should identify the candidate in consideration (if any), duration of appointment, and the proposed date that the search process will begin.

2. If approved by the Vice President, the request shall be forwarded to the Office of Affirmative Action and Handicapped Services for review.

3. After review and approval by the Office of Affirmative Action, the initiating department may extend the offer to the appointee and process the appropriate paperwork (e.g., new contract, addendum, announcements, etc.)

by Personnel
General Guidelines

Definitions

Interim: A temporary appointment to a vacant position until a permanent appointment is made through the a search process.

Acting: A temporary appointment to a position vacated by an incumbent who is expected to return to the position, at which time the acting appointment will return to their former position.

General Provisions

Acting and interim appointments may be made with or without an internal search process. The President, Vice Presidents, Deans or their designees are authorized to make acting or interim appointments with or without an internal search process.

Interviews may be conducted if more than one individual is in consideration for an acting or interim appointment.

Duration of Appointments

The length of an acting or interim appointment should not exceed one year in duration.

Restrictions

Individuals serving an interim appointment may be restricted from applying for the position at the time it is filled permanently. In those cases, this stipulation should be clearly explained to the individual and written into the employment contract.

Contracts

Individuals selected or appointed to an acting or interim appointment, should have an addendum made to their current contract or receive a new contract that clearly outlines the terms and conditions of employment (e.g., salary, duration, title, etc.).
General Guidelines

Definitions

Interim: A temporary appointment to a vacant position until a permanent appointment is made through the search process.

Acting: A temporary appointment to a position vacated by an incumbent who is expected to return to the position, at which time the acting appointment will return to his/her former position.

General Provisions

Acting and interim appointments shall be made following consultation with representatives of affected constituents in accordance with existing affirmative action guidelines.

Interviews shall be conducted if more than one individual is in consideration for an acting or interim appointment.

Duration of Appointments

The length of an acting or interim appointments shall not exceed one year in duration.

Restrictions

Individuals serving an interim appointment shall be restricted from participating in the search process.

Contracts

Individuals selected or appointed to an acting or interim appointment shall receive a contract addendum or receive a new contract that clearly outlines the terms and conditions of employment (e.g., salary, duration, title, etc.).

If an interim appointee is restricted from applying for the permanent position for any reason this stipulation should be clearly explained to the individual and written into the employee contract.

Endorsed by PWC of Administrative Staff, 11/20/91
Compensatory Time

ALTHOUGH THE WORK WEEK FOR AN ADMINISTRATIVE STAFF MEMBER IS NORMALLY 40 HOURS, there are occasions when work beyond the 40 hours in order to fulfill OBLIGATIONS IS NECESSARY. ADMINISTRATIVE STAFF MEMBERS DO NOT RECEIVE COMPENSATORY TIME OR COMPENSATION FOR SUCH WORK. HOWEVER, IN RECOGNITION OF THE PROFESSIONAL STATUS OF ADMINISTRATIVE STAFF MEMBERS, THEY ARE ALLOWED FLEXIBILITY IN ADJUSTING THEIR WORK SCHEDULES. WHEN WORK BEYOND 40 HOURS BECOMES FULFILLING THE NEEDS OF THE ORGANIZATION, ADMINISTRATIVE STAFF MEMBERS WHO MUST WORK BEYOND 40 HOURS ARE TO BE ALLOWED THE OPTION TO BE ABSENT FOR TWO HOURS OR LESS WITHOUT CHARGING THE TIME TO SICK LEAVE, PERSONAL DAYS, OR VACATION.

WHEN AN ADMINISTRATIVE STAFF MEMBER MUST ROUTINELY WORK IN EXCESS OF 40 HOURS PER WEEK, SHE OR HE SHOULD CONTACT PERSONNEL SERVICES TO EXAMINE THE JOB DESCRIPTION AND DETERMINE IF TOO MUCH IS BEING ASKED OF ONE INDIVIDUAL. IN ADDITION, THE STAFF MEMBER'S SALARY SHOULD BE EXAMINED TO ASSURE THAT COMPENSATION MATCHES THE JOB RESPONSIBILITIES. ADMINISTRATIVE STAFF GRIEVANCE GUIDELINES MAY BE CONSULTED IF THE REVIEW AND SUBSEQUENT RECOMMENDATIONS ARE NOT SATISFACTORY.

Administrative Staff Handbook: Compensatory Time

Under normal circumstances, a full-time administrative staff member is expected to work a minimum of forty hours per week. There may be occasions, however, when it will be necessary to work beyond the forty hours in order to fulfill the contracted obligations. No compensatory time is earned for these occasional extra hours of service. When an administrative staff member's normal duties perpetually require work beyond the forty-hour week, it is assumed that this situation will be taken into account in the employee's overall compensation and that the employee will be given the opportunity for a variable work schedule (see also Holidays).

Please note: changes to text in the Administrative Staff Handbook appear in uppercase.
Work Schedule

A FULL-TIME ADMINISTRATIVE STAFF MEMBER IS EXPECTED TO WORK A 40 HOUR WORK WEEK. In certain circumstances, it may be appropriate for full-time administrative staff members to adopt a flexible work schedule. (THIS IS NOT TO BE CONFUSED WITH ADJUSTMENT OF WORK SCHEDULES DUE TO EXCESSIVE WORKLOADS, see COMPENSATORY TIME.) Such a work schedule must be arranged in advance and must be mutually agreed upon between the administrative staff member and his or her immediate supervisor, and approved by the department/area head. Normal business hours for each office are expected to be maintained. In addition, periodic review of an administrative staff member’s flexible work schedule will be conducted by his or her immediate supervisor to determine whether the flexible work schedule should continue.

Administrative Staff Handbook:

Work Schedule

In certain circumstances it may be appropriate for full-time administrative staff members to adopt a flexible work schedule. Such a flexible work schedule must be arranged in advance and must be mutually agreed upon between the administrative staff members and his or her immediate supervisor, and approved by the department/area head. Normal business hours for each office are expected to be maintained. In addition, periodic review of an administrative staff member’s flexible work schedule will be conducted by his or her immediate supervisor to determine whether the flexible work schedule should continue.

Please note: changes to text in the Administrative Staff Handbook appear in uppercase
will be forty four days. In case of death, unused vacation will be paid in accordance with Section 2113.04 of the Ohio Revised Code.

This policy excludes medical doctors, residence hall directors, unit directors, and employees whose contract period is for less than twelve months and who have time off with pay during academic recess between semesters, during breaks, holidays, or summer. Administrative staff members who are contracted for 12 months but who work only part of each week earn vacation on a prorated basis. For example, an employee contracted to work fifty-percent for 12 months and works part of each week, earns vacation at one-half the normal rate. Part-time 12-month administrative staff members who have completed the equivalent of one full year of service at Bowling Green State University are eligible to utilize earned vacation. At the time of separation from employment with the University, part-time administrative staff are not eligible for payment of unused vacation credit.

The President or Vice Presidents shall be responsible for implementing this policy, for authorizing modifications for unusual circumstances, and for establishing procedures for the maintenance of current vacation leave records.

At the end of each fiscal year, every staff member will submit to Administrative Staff Personnel Services a form approved by the immediate supervisor summarizing vacation use, accrual, and balance for July-June of that year. That form is placed in the staff member’s personnel file located in the Office of Administrative Staff Personnel Services.

Questions about the vacation policy and procedures should be addressed to the Office of Administrative Staff Personnel Services.

VOTING TIME

Administrative staff members are encouraged to vote in local, state, and national elections before and after regular hours or during the lunch break. When this is not possible, a staff member may be excused for one hour to vote with the approval of the immediate supervisor.

WORK SCHEDULE

In certain circumstances it may be appropriate for full-time administrative staff members to adopt a flexible work schedule. Such a flexible work schedule must be arranged in advance and must be mutually agreed upon between the administrative staff members and his or her immediate supervisor, and approved by the department/area head. Normal business hours for each office are expected to be maintained. In addition, periodic review of an administrative staff member's flexible work schedule will be conducted by his or her immediate supervisor to determine whether the flexible work schedule should continue.
2. Dismissal or Suspension

Recommendations for termination for cause noted above shall be sent to the President or appropriate Vice President with appropriate documentation. After a decision for dismissal or suspension is made, written notice shall be given to the staff member involved stating all provisions relating to that notice.

The President or appropriate Vice President may dismiss or suspend the staff member immediately. In the event of a dismissal or suspension, the staff member shall be continued on the payroll for fourteen (14) calendar days following the date of dismissal or suspension. The President or appropriate Vice President may continue the staff member on suspended status with pay through temporary assignment to other job responsibilities until the suspension is resolved. In the event the dismissal or suspension is resolved in the staff member's favor, the staff member shall be entitled to full back pay and benefits if the staff member had been dismissed or suspended without pay.

C. Release

Release may be effected in case of financial exigency, or bona fide discontinuance of a program or departmental/divisional area, and the staff member concerned will be given a minimum of three months written notice; except for the release of persons funded by external grants which shall be contingent upon the availability of said grant funds.

A notice for termination for cause or release is not affected by Section A (Continuance).

COMPENSATORY TIME

Under normal circumstances, a full-time administrative staff member is expected to work a minimum of forty hours per week. There may be occasions, however, when it will be necessary to work beyond the forty hours in order to fulfill the contracted obligations. No compensatory time is earned for these occasional extra hours of service. When an administrative staff member's normal duties perpetually require work beyond the forty hour week, it is assumed that this situation will be taken into account in the employee's overall compensation and that the employee will be given the opportunity for a variable work schedule (See also Holidays).

DISCRIMINATION COMPLAINT PROCEDURE

Bowling Green State University is committed to providing equal opportunity to all persons without regard to race, religion, color, national origin, sex, marital status, age, handicap, or veteran status. Regardless of University policy or action, however, an
Compensatory Time

ALTHOUGH THE WORK WEEK FOR AN ADMINISTRATIVE STAFF MEMBER IS NORMALLY 40 HOURS, there are occasions when it will be necessary to work beyond the 40 hours in order to fulfill OBLIGATIONS OF THE POSITION. ADMINISTRATIVE STAFF MEMBERS DO NOT RECEIVE HOUR-FOR-HOUR COMPENSATORY TIME OR COMPENSATION FOR SUCH EXTRA WORK. HOWEVER, IN RECOGNITION OF THE PROFESSIONAL STATUS OF ADMINISTRATIVE STAFF MEMBERS, THEY ARE TO BE AFFORDED FLEXIBILITY IN ADJUSTING THEIR WORK SCHEDULES, PARTICULARLY WHEN WORK BEYOND 40 HOURS BECOMES FREQUENT OR ROUTINE. ADMINISTRATIVE STAFF MEMBERS WHO MUST FREQUENTLY WORK BEYOND 40 HOURS ARE TO BE ALLOWED THE FLEXIBILITY TO BE ABSENT FOR TWO HOURS OR LESS WITHOUT CHARGING THE TIME TO SICK LEAVE, PERSONAL DAYS, OR VACATION.

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Please note: changes to text in the Administrative Staff Handbook appear in uppercase.
MEMORANDUM

TO: Administrative Council

P. Olscamp  M. Edmonds
L. Barber  G. Finn
E. Clark  R. Martin
C. Dalton  P. Mason

FROM: Administrative Staff Council

RE: Request for Handbook Revision Relative to Excessive Workloads and Flexible Scheduling

During the past year, the hiring freeze on campus has had far-reaching effects on all campus staff. While university staff numbers have diminished, the workload has not decreased correspondingly. In order to meet the needs of the University, many administrative staff have taken on additional responsibilities without compensation. Two of the goals for 1991-92 approved at the October 3 Administrative Staff Council meeting are to address the issues of excessive workloads and the consistent application of existing workload policies and to address the issue of flextime and the consistent application of the flextime policy.

Administrative staff are not compensated in either time or pay for extra hours of service. Several problems have arisen with this policy. Because Administrative Staff receive no compensatory time, some supervisors have interpreted the policy to mean that even though staff members may have, for example, worked ten or twelve hours one day, they do not have the flexibility to come in one hour later or leave one hour earlier the next day or some other day. Of primary concern to administrative staff is the instance when it is necessary for an administrative staff member to frequently or consistently work beyond the 40 hour week and yet be denied the freedom to take an hour or two off on a slower day or to go to a medical appointment without claiming sick leave. Currently, some supervisors permit administrative staff to adjust their work schedules to compensate for the excessive workload. Unfortunately, some either do not permit schedule adjustment or grant it very begrudgingly.

An additional, complicating factor is that in the cases where a supervisor will allow the staff member flexibility in the work schedule, often the workload is so heavy that the staff member cannot, in good conscience, take any time off. Some may argue that no one requires administrative staff members to work extra hours. While it can be true that a supervisor may not require that extra hours be spent on the job, we as professionals are dedicated to performing our jobs in a professional manner (i.e., we know what must be done to fulfill the requirements of the position and to accommodate the needs of the University.)
We recognize that there may be staff members who work beyond 40 hours merely because they are inefficient. That is a problem that should be addressed by the supervisor and falls outside the realm of our current recommendations.

Recently, during a question and answer session in a meeting of the Administrative Staff Council, John Moore, the Executive Director of Personnel indicated that, in recognition of the professional status of administrative staff and the lack of compensation for overtime, it was his opinion that administrative staff should be afforded flexibility in their work schedules to accommodate frequent or routine overtime. The Council agrees that even though administrative staff members do not receive hour-for-hour compensatory time, the professional status of the administrative staff merits flexibility in adjusting work schedules when frequent or routine overtime occurs. Administrative staff members should be allowed to arrange work schedules that compensate for frequent overtime while, at the same time, accommodate the required responsibilities of the position.

We emphasize that we are not seeking hour-for-hour compensatory time. We strongly believe, however, that two major changes must be made:

1. Administrative staff members who frequently work beyond 40 hours should be allowed flexibility in their work schedules so that they can use blocks of less than two hours on other occasions without charging the time to vacation, sick leave, or personal days.

2. There should be an assessment of the workload of administrative staff. Budgetary cutbacks have decreased the ranks of the staff, yet there has been no lessening of the amount of productivity expected. In some cases, even more is being expected, but with fewer staff members.

The Administrative Staff Council presents the attached substitutions for the current Compensatory Time statement (p. 29) and the Work Schedule statement (p. 93) of the Administrative Staff Handbook.

ASC/pwc
attachment
c: J. Moore
MEMORANDUM

TO: John Moore, Executive Director  
Personnel Services

FROM: Administrative Staff Council  
Personnel Welfare Committee

RE: Request to Present Handbook Revisions to Ad Council

Enclosed you will find a memorandum from Administrative Staff Council to Administrative Council with proposed handbook revisions attached. We ask that you review these materials and forward them to Ad Council for their action.

This committee appreciates your guidance and welcomes your comments or suggestions prior to distribution of the memorandum to Ad Council.

ASC/PWC/bjs

enclosures
November 14, 1991

MEMORANDUM

TO: ASC Executive Committee
    Josh Kaplan, Chair
    Ann Bowers, Chair Elect
    Deb McLaughlin, Secretary

FROM: PWC Subcommittee
    E. O'Donnell
    B. Stearns
    N. Stickler

RE: Draft Revision of Handbook Comp Time/Work Schedule Policies

The attached document drafts are ready for your review at the next Executive Committee meeting.

/bjs
Exec Committee Agenda  November 12, 1991

1. Handbook changes
   attachments

2. Mid year salary increase

3. Succession planning (Prof Dev committee)

   Ron Lancaster
   Denny Truxall for Jan.

5. Good of the order
   Bylaws?

   Mail Greg Jordan if any changes left from last year
Administrative Staff Council

Executive Committee
November 12, 1991

Absent: Palmisano, Ruma, Buckenmyer, Bowers

Jill Carr reported on her attendance at the President’s Panel. ASC was the only body to send agenda items which included salary, child care and workloads.

Changes to the handbook were discussed. A draft of a memo was distributed that would go to John Moore (personnel) who is to forward them to Ad Council. The revised policies are for compensatory time and work schedules (see attachments).

Mid-year salary increase--A memo from the salary committee will be forwarded to Ad Council stating last year's salary recommendation with a cover letter stating that this year’s CUPA figures are just in so we are sending last year's figures as a reminder of our desire for mid-year adjustments if possible.

Succession planning--A survey developed by the professional development committee was distributed. Josh is to introduce the topic of succession planning and the survey at the December trustees meeting (personnel committee).

Discussion turned to selection of a guest for the December ASC meeting. First choice was Ron Lancaster to talk about CUFS. Second choice was Phil Mason. Denise Trauth will be asked for January to talk about accreditation.

McLaughlin asked if any bylaws issues need to be addressed. She will check with Greg Jordan to see if any changes are left to be made from last year.

Next executive committee meeting is Nov. 26, noon.
Nov 26, 1991

Dear Comm-

Do personnel do job assessments to determine success? They didn't to Jeff.

About Ann, Mona, Gary

Ginny being ATT to go

Sally Kilmer, memo from McGee re

sites for Day Care Ctr.

√ Sid Speak volunteers to be on Bylaws Committee

CL Colvin
Absent: Bowers, Stickler, Palmisano

Handbook changes on compensatory time and flexible work schedule were discussed and approved for forwarding to Personnel.

An equal opportunity statement on internal reorganization was distributed, both the original version from Marshall Rose and the revised versions, as revised by ASC Personnel Welfare Committee and Josh Kaplan. At the next executive committee meeting, we will discuss this.

A policy drafted by Sam Ramirez regarding the appointment of acting/interim positions was distributed by Cindy Puffer, PWC. PWC had revised this policy and forwarded it to executive committee for its action. After discussion, we decided to call Cindy Puffer with any suggestions before the next PWC meeting on Dec. 4.

The agenda for the Dec. 5 ASC meeting was set with the guest to be Ron Lancaster, Project 90.
Executive Committee Agenda  
November 26, 1991

1. Final approval handbook changes - comp time and flexible schedule

2. EOC Reorganization Statement(s)
   - Marshal Rose letter
     - PWC is OK revised
     - Next week committee discussion of revised version
     - Revised policy as written by M. Rose & D. Regan

3. Acting/Interim Policy and Procedures
   - Next week committee discussion of revised policies
   - Revised to C. Puffer by 11/1

4. Agenda for ASC meeting, December 5, 1991
   - Guest is Ron Lancaster
   - Minutes
   - Chair Report
   - Secretary Report
   - Handbook Changes (PWC staff)
   - Committee Reports
   - Good of the Order
TO: Administrative Staff Council Executive Committee
FROM: Susan Davenport Darrow, Chair
Scholarship Committee
DATE: 4 December 1991
RE: Proposed changes for ASC Scholarship application and process

Since there was much difficulty in differentiating between many fine applications last year and some inconsistency in Committee members' judgment of specific files, as well as financial information that was misleading, the 1991-92 Scholarship Committee has proposed the following changes in the ASC Scholarship application and process:

--the publicity should state explicitly that both part-time and full-time students qualify for the ASC Scholarship
--all applicants should include a transcript
--all applicants should include a list of 3 references with phone numbers
--the Committee will interview the top 3 to 5 finalists
--the application will have an essay component on the attached topic and be 500-800 words in length
--the committee will devise a scoring mechanism to judge applications
--the committee will attempt to get financial need information on each applicant based upon UNMET NEED rather than just "need" (last year several Nat. Merit students applied even though they have all tuition, fees, room and board paid.)
--the committee will publicize the availability of the scholarship more widely -- through the colleges as in the past, but also through Continuing Education, ads and personals in the PG News and Monitor and through student organizations and other offices on camps
--Pre-Major Advising would be added to the list of colleges on the application form
--the application form would include more room for listing of activities and honors and would ask specifically about leadership roles
--the application would ask for information on educational goals, family situation and specific information on amount they already receive in scholarships and grants
--applicants would be asked to continue on another sheet if they find that they need more space to fully describe their situation
--it would be spelled out in the application that the scholarship is to be used for continuation of undergraduate study, not for graduate work
There are limitations to what grades, scores, and recommendations can tell us about any candidate. Write an essay on something about you that we might not learn from the rest of your application. You can approach this essay in a variety of ways. You may write about family situations, school or community events to which you have had strong reactions, people who have influenced you, significant experiences, personal aspirations, or - more generally - topics that spring from the life of the imagination. There is no "correct" way to respond to this essay request. In writing about something that matters to you, you will convey a sense of yourself to us.
the application would include the listing of present employer(s) and employers' phone number(s)
the application would include a "release of information" statement so the committee could seek further financial information if needed
the applicants would be asked to state what their UNMET financial needs are
any other specific financial information divulged by the applicant would be optional.
the application would ask each applicant to provide the amount of this academic year's educational expenses, the amount of scholarships received for this academic year as well as amounts of other financial aid, including grants and loans received through federal and state programs. It would also ask them to estimate costs and expenses for the 1992-93 academic year
the applications would be sent directly to qualifying students, rather than asking Colleges to forward applications to qualifying students within their college -- thus giving ASC more control over when the applications are mailed out and a certainty that they actually are
the applications would be returned to the chair of ASC, rather than the Financial Aid office, thus making it clear to applicants that the responsibility for the scholarship rests with ASC rather than the FASE office and saving the FASE office from having to keep track of, store, and answer questions concerning the scholarship
letters concerning outcome should be sent to the winner and those who apply and do not receive the scholarship
the scholarship winner should be photographed, and publicity concerning the scholarship and the winner should be publicized both on campus and in the winner's home town
if it does not already exist, a budget should be established to cover copying expenses, publicity expenses and phone calls necessary for the administration of the scholarship
### Proposed 1991-92 Administrative Staff Scholarship Committee Timetable

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>Nov.- Dec.</td>
<td>Review last year's committee files, make proposed changes, and submit proposed changes to ASC Executive Committee</td>
<td>Committee</td>
</tr>
<tr>
<td>Dec.</td>
<td>Recommendations forwarded to ASC Executive Committee</td>
<td>Chair</td>
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<tr>
<td>Dec.</td>
<td>Executive Committee approves proposed changes</td>
<td>Chair</td>
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<tr>
<td>Jan. 10</td>
<td>Send application form to printer, send requests to Registration and Records for labels for top 10% of class in each College after Fall 1991 Term</td>
<td>Chair</td>
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<tr>
<td>Jan. 15</td>
<td>Mail applications to qualified students with cover letter, send extra applications to the FASE office, Off-Campus Student Center, Honors Program, Continuing Education office, Coop office, Multi-Cultural Affairs office, Pre-Major advising office, and all college offices. Ask them to encourage students to apply</td>
<td>Chair</td>
</tr>
<tr>
<td>Feb. 21</td>
<td>Deadline date for applications, 5 p.m., Applications received by ASC chair</td>
<td>Chair</td>
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<tr>
<td>Feb. 22</td>
<td>Applications taken to FASE office</td>
<td>Chair</td>
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<tr>
<td>Feb. 25-March 3</td>
<td>Financial Aid office determine unmet need of each applicant</td>
<td>Chair</td>
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<tr>
<td>March 3-30</td>
<td>Individual review of applications, group review of applications, finalists determined</td>
<td>Committee</td>
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<tr>
<td>April 6--April 15</td>
<td>Interview finalists</td>
<td>Committee</td>
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<tr>
<td>April 20</td>
<td>Scholarship recipient chosen</td>
<td>Committee</td>
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<tr>
<td>April 25</td>
<td>Letters sent to winner and losers</td>
<td>Chair</td>
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<tr>
<td>May</td>
<td>Report to ASC on scholarship recipient</td>
<td>Chair</td>
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<tr>
<td>April-May</td>
<td>ASC Scholarship Fund Drive</td>
<td>ASC</td>
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</tbody>
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PERSONNEL WELFARE COMMITTEE

Agenda - Dec 4, 1991

1. Vacation for Grant Funded Employees - Update
2. Driver Insurability Policy Statement
3. Good of the Order
4. BOC Update
5. Acting/Interim Policy Statement
General Guidelines

Definitions

Interim: A temporary appointment to a vacant position until a permanent appointment is made through the search process.

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General Provisions

The Presidents, Vice Presidents, Deans or their designees are authorized to make acting or interim appointments without an internal search process.

Interviews shall be conducted if more than one individual is in consideration for an acting or interim appointment.

Acting and interim appointments shall be made in accordance with affirmative action guidelines.

Duration of Appointments

The length of an acting or interim appointments shall not exceed one year.

Restrictions

Individuals serving an interim appointment shall be restricted from participating in the search process.

Contracts

Individuals selected or appointed to an acting or interim appointment shall receive a contract addendum or receive a new contract that clearly outlines the terms and conditions of employment (e.g., salary, duration, title, etc.).

If an interim appointee is restricted from applying for the permanent position for any reason, this stipulation should be clearly explained to the individual and written into the employee contract.

Endorsed by PWC of Administrative Staff, 11/20/91
EQUAL OPPORTUNITY COMMITTEE

REORGANIZATION GUIDELINES

From time to time it becomes necessary to reorganize administrative units within the University to meet newly defined responsibilities or to more efficiently manage unit operations. For the purpose of these guidelines, reorganization is defined as any change in the organization that results in the transfer, demotion, or promotion of an employee(s) or the creation or elimination of a position(s). Because these actions may have equal opportunity implications, the Equal Opportunity Committee recommends compliance with the following guidelines:

1. Efforts will be made to secure employment for existing employees before considering hiring from outside the unit or the University.

2. In any reorganization, maximum consideration will be given to the University's commitment to diversity and affirmative action obligations for minorities, women, handicapped, disabled veterans, and Veterans of the Vietnam Era. To this end, any reorganization plan must be approved by the Affirmative Action Director and the Executive Director of Personnel before being implemented. This review will include an examination of the rationale for any transfer, demotion, or promotion of an employee and for the elimination or creation of a position.

3. When reorganization results in a new or vacant position, all qualified employees in the unit will be given equal consideration.

4. Any additional positions which result from internal reorganization will be filled pursuant to the existing affirmative action hiring procedures.

Endorsed by ASC Personnel Welfare Committee 12/5/91
Endorsed by ASC Executive Committee...12/10/91
Endorsed by Equal Opportunity Committee...date
12/10/91

MEMORANDUM

TO: Marshall Rose, Director
Affirmative Action

FROM: Josh Kaplan
Chair, ASC

RE: Reorganization Proposal

I know you have been aware of the extensive discussion and study of the Equal Opportunity Committee proposal of last April. I am pleased to enclose a copy of a revised proposal that has been endorsed by ASC's Personnel Welfare and Executive Committees. I hope that it will be acceptable to the Equal Opportunity Committee as well. Please let me know if I can be of any further service in this matter.

cc: ASC Exec. Committee
Executive Committee Agenda       December 10, 1991

1. EOC Reorganization Policy
   - forward EOC statement (in reorganization) to BC

2. Temporary/Interim Appointments
   - OK to make change for staying

3. Scholarship application process
   New criteria and forms
   How we distribute forms and publicize to 2,000 eligible students. Cost, can not rely on colleges, etc.

   - D. Thauert to call Dave Weekley

4. IDs, whether SS # should be deleted. (Call from Dave Weekley)
   - OCBM have to pick it up

5. January 9 ASC Meeting guest. Phil Mason? Denise Trauth?
   - D. Thauert: mid-year committee reports

6. Driver Insurability Concerns
   - if too high, we are financial risk
   - if too low, they are not insurability

7. 125K Plans
TO: Administrative Staff Council Executive Committee
FROM: Susan Davenport Darrow, Chair
Scholarship Committee
DATE: 4 December 1991
RE: Proposed changes for ASC Scholarship application and process

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--the committee will attempt to get financial need information on each applicant based upon UNMET NEED rather than just "need" (last year several Nat. Merit students applied even though they have all tuition, fees, room and board paid.)
--the committee will publicize the availability of the scholarship more widely -- through the colleges as in the past, but also through Continuing Education, ads and personals in the BG News and Monitor and through student organizations and other offices on camps
--Pre-Major Advising would be added to the list of colleges on the application form
--the application form would include more room for listing of activities and honors and would ask specifically about leadership roles
--the application would ask for information on educational goals, family situation and specific information on amount they already receive in scholarships and grants
--applicants would be asked to continue on another sheet if they find that they need more space to fully describe their situation
--it would be spelled out in the application that the scholarship is to be used for continuation of undergraduate study, not for graduate work
--the application would include the listing of present employer(s) and employers' phone number(s)
--the application would include a "release of information" statement so the committee could seek further financial information if needed
--the applicants would be asked to state what their UNMET financial needs are
--any other specific financial information divulged by the applicant would be optional.
--the application would ask each applicant to provide the amount of this academic year's educational expenses, the amount of scholarships received for this academic year as well as amounts of other financial aid, including grants and loans received through federal and state programs. It would also ask them to estimate costs and expenses for the 1992-93 academic year
--the applications would be sent directly to qualifying students, rather than asking Colleges to forward applications to qualifying students within their college -- thus giving ASC more control over when the applications are mailed out and a certainty that they actually are
--the applications would be returned to the chair of ASC, rather than the Financial Aid office, thus making it clear to applicants that the responsibility for the scholarship rests with ASC rather than the FASE office and saving the FASE office from having to keep track of, store, and answer questions concerning the scholarship
--letters concerning outcome should be sent to the winner and those who apply and do not receive the scholarship
--the scholarship winner should be photographed, and publicity concerning the scholarship and the winner should be publicized both on campus and in the winner's home town
--if it does not already exist, a budget should be established to cover copying expenses, publicity expenses and phone calls necessary for the administration of the scholarship.

There are limitations to grades, scores, and recommendations can tell us about any candidate. Write an essay on something about you that we might not learn from the rest of your application. You can approach this essay in a variety of ways. You may write about family situations, school or community events to which you have had strong reactions, people who have influenced you, significant experiences, personal aspirations, or - more generally - topics that spring from the life of the imagination. There is no "correct" way to respond to this essay request. In writing about something that matters to you, you will convey a sense of yourself to us.
Proposed 1991-92 Administrative Staff Scholarship Committee Timetable

<table>
<thead>
<tr>
<th>Month</th>
<th>Task Description</th>
<th>Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nov.- Dec.</td>
<td>Review last year's committee files, make proposed changes, and submit proposed changes to ASC Executive Committee</td>
<td>Committee</td>
</tr>
<tr>
<td>Dec.</td>
<td>Recommendations forwarded to ASC Executive Committee</td>
<td>Chair</td>
</tr>
<tr>
<td>Dec.</td>
<td>Executive Committee approves proposed changes</td>
<td>Chair</td>
</tr>
<tr>
<td>Jan. 10</td>
<td>Send application form to printer Send request to Registration and Records for labels for top 10% of class in each College after Fall 1991 Term</td>
<td>Chair</td>
</tr>
<tr>
<td>Jan. 15</td>
<td>Mail applications to qualified students with cover letter Send extra applications to the FASE office, Off-Campus Student Center, Honors Program, Continuing Education office, Coop office, Multi-Cultural Affairs office, Pre-Major advising office, and all college offices. Ask them to encourage students to apply</td>
<td>Chair</td>
</tr>
<tr>
<td>Feb. 21</td>
<td>Deadline date for applications, 5 p.m., Applications received by ASC chair</td>
<td>Chair</td>
</tr>
<tr>
<td>Feb. 22</td>
<td>Applications taken to FASE office</td>
<td>Chair</td>
</tr>
<tr>
<td>Feb. 25-March 3</td>
<td>Financial Aid office determine unmet need of each applicant</td>
<td>Committee</td>
</tr>
<tr>
<td>March 2-30</td>
<td>Individual review of applications, group review of applications, finalists determined</td>
<td>Committee</td>
</tr>
<tr>
<td>April 6--April 15</td>
<td>Interview finalists</td>
<td>Committee</td>
</tr>
<tr>
<td>April 20</td>
<td>Scholarship recipient chosen</td>
<td>Committee</td>
</tr>
<tr>
<td>April 25</td>
<td>Letters sent to winner and losers</td>
<td>Chair</td>
</tr>
<tr>
<td>May</td>
<td>Report to ASC on scholarship recipient</td>
<td>Chair</td>
</tr>
<tr>
<td>April-May</td>
<td>ASC Scholarship Fund Drive</td>
<td>ASC</td>
</tr>
</tbody>
</table>
Executive Committee  
Administrative Staff Council  
December 10, 1991

Absent: Palmisano

The EOC internal reorganization policy. Our version will be sent to Marshall Rose by Josh.

Policy on interim-acting appointments is to be forwarded to Sam Ramirez by Josh.

Susan Darrow spoke on changes to the process of awarding the AS scholarship (attachment). Exec. committee would like to see the revised application form before agreeing to any changes outlined in the attached proposal. Josh will check if administrative costs of the scholarship can be funded by the ASC foundation account. It was suggested that to save costs only on-campus eligible students would be mailed an application; off-campus students would have to find theirs in their on-campus mailbox. A small budget was recommended for advertising.

Discussion turned to whether Social Security numbers should be deleted from employee IDs. John Buckenmyer will call Dave Weekley with our concerns about public use of SS numbers.

January ASC agenda was set with Denise Trauth to talk on the upcoming accreditation. Mid-year committee reports will also be on the agenda.

Concerns about driver insurability has Josh checking on the policy requiring dismissal or suspension for drivers of University vehicles who become uninsurable through a record of traffic violations.

Whether or not we can use our 125 plan for other expenses such as child/elder care and unreimbursed medical expenses is another subject Josh will be inquiring about.
Executive Committee Agenda    January 14, 1992

1. Paul Yon - ERIP update -

2. Handbook
   a. move charter and bylaws to appendix - not till reprinted
   b. other errors in charter changes to be fixed
   c. participation statement not added - discussed with Walt Montenegro and John Moore and they may be able to get this included
   d. contract changes (job description to be part of contract) - "on hold" and some hint that this will be discussed further along with changes in the evaluation process
   e. did not change hour limits for personal days, but this is not a dead issue as it can still be modified even after implementation.
   f. compensatory time and flexible work schedule changes were rejected by Administrative Council.
      "existing policies will usually situations if people go through correct channels"

3. Follow-up on driver insurability, conversation with Dean Gerkens
   only count accidents where driver is at fault

4. Follow-up on 125 plan. Meet today with Senate Exec Committee.

5. Speaker for February 6 meeting. Phil?

6. Salary recommendations - timing - can full ASC authorize Exec Committee to approve salary recommendations?
   get an extension of deadline from Dalton

7. Science weather policy
Since Comm. 1-23-92

Absent: Palmaimento

Questions for PRMA
response to flextime, computer policy revisions
moral
Cal Bowl #
activity in Columbus
check on next highest vote getters for ACC/FA
since Jacque Daily resigned
need funding for coordinator of PG EFFECT
maybe a SPP person
grr. still talk to Hutch re funding
maybe retention committee # could fund

Bylaws - how many exec comm can you miss

Palmaimento - reason from exec comm?
Executive Committee Agenda January 28, 1992

1. Phil Mason to be guest in February. Possible issues/questions?

2. John Moore update. Have not yet discussed with him our desire to have a rep at Ad Council when they discuss our proposed handbook changes.

2A. Jacqueline Bailey resigned from AUCFA.

3. Funding for part-time supervisor for BG EFFECT.
   Go into budget committee (a cust. @ 20 hours/month) need someone for this position.

4. ERIP update.
   Kelley, Yon, Stibler, Schulte met w/monthly classified staff to discuss ad-hoc task force. Needs to have a preliminary report by April for further study. It was financially bad but endorsed by union, staff, and other constituent group.

5. Good of the order.
   (Donna) motion to not endorse ERIP.

Call to order of handbook/job plan changes.
We will have first issue. We don't need personnel re changes.

Participation statement.
EAP in place
change or prescrip and
must take generic unless written "dispense as written"
comp. maj. medical
$0/20 up to $1,000 cap/person
Cap could be higher for those w/ higher income
wellness is reverse deductible (pay 20% after 1st $100)
baby shots, mammograms, paps, well check-ups
next ASC (March)
Bir. Board (4 other members of Blue Ribbon Committee)

2 biggest costs last yr.
10% of last yrs costs were for psych-therapy
T-lo Chiropractic Clinic $75,000

Bir Admission Unit Services job description
by A Bowers & N Shickle

$500 left in budget
Executive Committee Agenda  
March 10, 1992

1. Professional development funding application
   Feedback—rejected turned down but send copy of funding guideline to reason.

2. Job description for Director, Administrative Staff Personnel Services
   DeCrane moved! Seconded! approved to send to J.Moore.

3. State-wide communication network for administrative staff
   We want to be part of it, returning questionnaire.

4. Succession of committee chairs and transfer of records
   Good idea.

5. Salary committee report
   Starter version or longer version to go to M.Cull (Director)
   Get a signed letter from Director indicating unanimous approval of salary report by ASC.

6. April speaker?
   Tentatively—Director (if further state budget picture becomes)

7. Budget

June 2. Finlandia
Executive Committee Agenda  February 25, 1992

1. Pat Green, Professional Development
   - Advancing Board-Staff
   - Enhancing decision makers, affirmative action

2. Duane Whitmire, Salary
   - KING/Dalton 2/25
   - Salary comm. 3/3; ASC 3/5

3. Good of the order

   Elections
   - Jan. - June

Dr. Brown, Chair of Health Care Committee
   Salary Comm.
   Good of the order - Comm reports

Electoral mechanics:

A) nominations for
   - elect comm at April mtg.
   - 1st notice by 3/12
   - 2nd notice by 4/2
   - vote/notice by 4/30

B) 1st notice by 3/12
   - written notice to officers
   - from now to 4/2

D) notice to office personnel first week of April; notice to
   - all April

E) give notice 4/1

F) give notice 4/4
Administrative Staff Council Professional Development Grant Request

Name_________________________ Area/Department____________________________

Amount of Request_____________ Area/Org to be Credited_____________________

Statement of Purpose of Request:

Description of Event:

Is this an event your department normally funds? __

Benefit to BGSU:

Is this the only source of request for funds? __ If other specify__________________

Breakdown of Expenses:

Have you requested funds from ASC previously? __
If so when? ____________________________
For what reason? __________________________
How much? ____________________________
How much awarded? __________________________

For ASC Use only:

Professional Development Committee Recommendation___________________________

Executive Committee Disposition:

Funds awarded________ Amount______ Date funds transferred________

There are no pending actions by committee as of requisition of this request - so I recommend adding this
A.S.C. GRANT REQUEST

Statement of Purpose

Grants are designed to enhance the administrators professional development. Funding will be provided for developmental activities which will increase the administrative capabilities of staff members. The full guidelines are attached with this request.

Name _____________________________ Area/Department __________________________

Amount of Request _________________ Budget to be Credited _______________________

Statement of Purpose of Request:

Description of Event:

Benefit to BGSU:

Is this the only source of request for funds? ______ If other specify _______________________

Breakdown of Expenses:

Have you requested funds from ASC previously? ______

If so when? ______

For what reason? ___________________________________________________________

How much? ______

How much awarded? ______
TO: ASC Executive Committee members

FROM: Ann Bowers

DATE: February 11, 1992

I should have included this with the draft of the position description for Director, Administrative Staff Personnel Services. This is the older position description. Please let me know if you have any corrections or revisions before the next Executive Committee meeting. Thanks!
For ASC executive committee, March 31, 1992, special meeting.
Noon, Canal Room, Union

At the March 24 meeting we discussed the classified staff council's 13 suggestions for budget savings. Our suggestions follow:

1. Leave without pay by choice
   a. 10-hour days in the summer
   b. Option for 9- or 10-month full-time contracts
   c. Unpaid furloughs

2. Close buildings for utility savings:
   a. Christmas to New Year's
   b. Allow for extra cleaning in summer
   c. 10-hour days in the summer

3. Conference travel put on hold.
   U-funded

4. Investigate single-source vendor for travel for possible savings.
   Implement a total

5. More careful enforcement of the hiring freeze.

6. Investigate reduction of departmental newsletters and bulletins with possible information sharing in Monitor.

7. Restrict University vehicle use for non-essential travel. Use the shuttle.

8. Examine teaching loads for possible increase.

9. Institute pay cuts on a sliding scale, with higher paid employees taking larger percentage cuts. For example, $35,000 and under take a 1% cut, $35,000-$50,000 a 2% cut, over $50,000 a 3-5% cut.

ALSO AT THIS MEETING WE WILL CONSTRUCT A LIST OF POSSIBLE QUESTIONS FOR CHRIS DALTON.

10. ERIP

Norma to draft resolution for thru 4/2
Monitor - names and addresses of legislators to write to
67% of payroll = $6 million (about 400 positions out of 2300)
Staff reductions

Layoffs

All cuts should be equitable

After all cuts have been taken & programs have been downsized, elimination of non-essential programs

(people opposed to sliding scale pay cuts & offer & Schultz)

Dissent won't come on sliding scale

Paradox that is not minority in better background, experience

Step 1: Consolidate & eliminate non-essential programs

Many entitle layoff of personnel

Step 2: If step 1 isn't enough, 10% across the board

Sliding reduction

Graduated like the table:

10% of 1st $35K
2% of next $35K

etc.

Of to bring up principles, what of points

Meet next two 4/17 after comm.
RESOLUTION

Whereas, the Administrative Staff of Bowling Green State University recognize and appreciate the monumental task of balancing the State budget and know of your commitment to the highest quality education for the citizens of Ohio, and

Whereas, Bowling Green State University remains one of the lowest cost universities in the State, with an average per-student cost of less than $26 per day for room, board, tuition and fees; and

Whereas, Bowling Green State University has already absorbed $6 million in cuts over the past 14 months which has resulted in larger classes, increased dependence on part-time and temporary instructors, reduced book and journal acquisition in the Library, deferred building maintenance, reduced student access to computer labs and books, reduced operating budgets in academic departments, fewer part-time job opportunities for students on campus, no salary increases for employees, and

Whereas, Bowling Green State University has, through its services, research, and student programs made contributions to the State of Ohio that have made it one of the 2 or 3 universities most sought by Ohio students, and

Whereas, higher education in general has taken a disproportionate share of the recent State budget cuts--29% in December--in spite of the rich contribution made to society by our colleges and universities, and

Whereas, Ohio ranks 42nd in the nation in per capita State support of higher education, yet ranks 8th in student tuition as a percent of educational revenues and in 1988 ranked 35th in State taxes per capita, and the number of Ohioans with a college education is twenty percent below the national average,

Now Therefore, Be It Resolved, That the Administrative Staff Council of Bowling Green State University, urges that higher education not be singled out for higher cuts than other State agencies, that cuts not be made that will adversely affect the educational opportunities of the citizens of Ohio and force students to pay even higher tuition, and that other alternatives such as taxes on beer, wine, liquor, and cigarettes be considered as revenue enhancements. The quality of our citizens' education should take precedence over retention of current prices for non-essential consumer purchases. For the expediency of the moment, we should not jeopardize the right of Ohio students to receive an affordable high quality college education.
In 1990, it was brought to the attention of the Administrative Staff Council/Personal Welfare Committee that the current policies concerning comp-time/flex-time were being interpreted in an inconsistent manner. Recent attempts to revise these policies were rejected because too few examples have been reported to Personnel Services. In addition, it was suggested that the current language was adequate. As a result, this committee has been working on a revision to more clearly define and apply these policies throughout the University. (A copy of the current policies is attached.) In working through the proposed wording changes, we have encountered some resistance to change a policy for what may appear to be only a few incidences of misinterpretation or inconsistent application. In order to go forward with these changes, it is crucial to have more information.

John Moore, Executive Director of Personnel Services, has agreed to work with the PWC to re-submit the changes and to act as the gathering point for the supporting information. Some examples where employees feel they are not being treated fairly include: a) an employee has worked 60 or 70 hours in a week and in the following week needs to take an hour or two off during the 8:00 - 5:00 timeframe. The employee is told he or she must use vacation or sick leave to do that; b) an employee works very late the night before but is still expected to be in at 8:00 a.m.; c) the paperwork and emotional stress associated with requesting comp-time/flex-time makes it easier to avoid the hassle and use vacation or sick leave.

We are asking for your help in collecting the supporting information regarding types and numbers of inconsistencies experienced throughout the campus. Please forward a memo regarding your experiences to John Moore, anonymously if you wish. Include your vice-presidential area. We wish to stress that confidentiality of this information will be assured.

As an interim step to revising these policies, we want to provide you with help in resolving any current comp-time/flex-time problems. John Moore is available to work with you to solve any problems you are currently experiencing.

Your support in this important effort is vital to improve our work environment during these difficult times.
Euler Comm 4-7-92

bad message (below AAP rep) to cut salaries because we admit we'll work for less

$750,000 for 1% cut of salary budget (not including PERS, etc.)

Monitor - no record of pay discussions - executive session statewide pay cut - all agencies, eg 1980 or 20 (DeCraene)
partial cut

Revenue could pick up
primary and secondary ed could be cut later in 2nd round what til Nov. elections (maybe raise taxes)
of cuts

hiring freeze.resolution

Voting results

Executive session

layoffs vs auto

ERIP

ideas for other auto
1992-93 ADMINISTRATIVE STAFF COUNCIL

ACADEMIC AFFAIRS
ANN BOWERS (1992) CHAIR
Susan Darrow (1993)*
Barb Keeley (1993)*
Joan Morgan (1993)*
Paul Yon (1993)*
Mary Beth Zachary (1993)*
Joyce Kepke (1994)*
Beverly Stearns (1994)*
Norma Stickler (1994)*
Marilyn Braatz (1995)
Diane Regan (1995)*
Dave Stanford (1995)*
Judy Donald (1995)*
Susan Hughes (1995)

FIRELANDS
Denny Horan (1995)
Arlene Hazlett (1994)

OPERATIONS
John Buckenmyer (1993)*
Ed O'Donnell (1993)*
Darlene Ehmke (1994)*
Bob Waddle (1994)*

PLANNING AND BUDGETING
Charles Schultz (1993)*
Lori Schumacher (1993)*
Teresa McLove (1994)*
Deb Wells (1995)

PRESIDENT'S AREA
Jaci Clark (1993)
Greg Nye (1993)*
Gary Palmisano (1993)*
Scot Bressler (1994)*
Greg Jordan (1995)*

STUDENT AFFAIRS
JOSH KAPLAN (1993) PAST CHAIR
Greg MacVarish (1993)*
Cincy Puffer (1993)*
Deb Vetter (1993)*
Ron Zwierlein (1993)*
Jill Carr (1995)*
Beth Zink (1995)
Christopher Zimmerman (1995)
Jeanne Wright (1995)

UNIVERSITY RELATIONS
Jan Ruma (1993)*
Virnette House (1994)*
Linda Swaisgood (1994)*
Allen Zink (1995)
Sally Blair (1995)*

* eligible for exec. committee
ASC Executive Committee
May 26, 1992

I. ASC Meeting, June 4, 1992
   --Chair and Secretary reports
   --annual reports of committees
   --outgoing members and officers
   --certificates, new roster, committee assignments

II. Professional Development Committee request

III. Plans for June 2nd meeting at Firelands
   --travel to Firelands for 10:00 meeting
   --after lunch plans
   --agenda

IV. Other business
   Deb-7 ASC
   1 attendance
   2 92-93 ASC
   3 Pre-nom form
   4 Committee interest form
   5 Room: Scheduling
   6 Feb agenda
   7 June agenda
   8 May agenda
   9 April agenda (special)
   10 Jan agenda
   11 Exec Comm 11/20/91
   12 "  12/10/91
   13-14ASC 4/2/92
   15-16 "  5/7/92
   17-18ASC 11/7/91
   19 Exec Comm 11/12/91
   20-21ASC 9/5/91
   22 91-92 goals
   23 Exec Comm 9/24/91
   24 "  10/8/91
   25 agenda 11/7/91
WHEREAS, the Administrative Staff Council of Bowling Green State University recognizes the importance of fiscal responsibility and the difficult task of implementing the Early Retirement Incentive Program (ERIP), and

WHEREAS, the Administrative Staff Council recognizes the fiscal reason for suspending the Supplemental Retirement Program (SRP) during the time the ERIP is in effect, and

WHEREAS, the Administrative Staff Council, was not informed in a timely manner of the decision to eliminate the SRP, effective 1 July 1992, and was extremely disappointed to learn of the arbitrary decision to eliminate the SRP as a benefit for Administrative Staff, and

WHEREAS, removal of the SRP will not benefit Administrative Staff but will only underwrite the ERIP of which few Administrative Staff can take advantage, and

WHEREAS, SRP continues to be a faculty benefit, and

WHEREAS, the fiscal benefits from eliminating the SRP for Administrative Staff are relatively small, and

WHEREAS, the Administrative Staff Council wishes to continue working with the University Administration,

BE IT RESOLVED, that the Administrative Staff Council of Bowling Green State University urges the University Administration to reinstate the SRP for Administrative Staff and further urges that future personnel decisions affecting Administrative Staff be made through open dialogue and in a timely manner. Administrative Staff Council also recommends that University Administration work with Administrative Staff Council to improve, rather than permanently eliminate, the SRP.

\( \text{\textcopyright} \)
SPECIAL LEAVE POLICY FOR ADMINISTRATIVE STAFF
May 26, 1992

SPECIAL Leave

The Special Leave Policy allows full and part-time administrative staff members the opportunity to voluntarily request leaves of absences anytime during the calendar year subject to the following stipulations:

1. Leave may occur over a period of weeks, months, monthly or a reduced work schedule of less than 40 hours per week (leave and/or reduced work schedule may not exceed a total of three (3) months in a 12 month period). Leave shall not be in effect for longer than 3 years.

2. All leaves must be approved by the immediate supervisor and the dean, director, or area head. To request a leave of absence, the staff member must complete a Special Leave Request Form and send completed form to Personnel Services.

3. No approval will be given to the hiring of temporary/part-time help to fill in for the temporary vacancies created by these leaves. The staff member's absence must not interfere or impede other University operations. Employees on special leave should be available to return to their assignment in the event of unforeseen emergencies.

4. Employees will continue to receive paid regular medical, dental, vision, and life insurance benefits. Employees are responsible for paying applicable insurance premiums.

5. Vacation and sick leave will accrue for hours actually worked.

6. In the case of PERS retirement credit accrual, employees will receive a full month of credit if earnings are a minimum of $250.00 per month, partial credit if employees earn less, and no credit if there are no earnings.

7. The status of full-time and part-time staff members remains the same.

8. Special leave without pay can be used in sequence with vacation...

9. The administrative staff member may return to a full-time schedule at his/her discretion at any time.

10. For leaves of greater than 3 months in a 12 month period...
DEFINITION: UNCLASSIFIED ADMINISTRATIVE POSITION

A position funded wholly or in part (more than half) by grant/external funds and whose appointment is for a specified period of time and subject to the availability of funds.

CONTRACT: CONTRACT FOR UNCLASSIFIED ADMINISTRATIVE STAFF EMPLOYMENT

2. Type of Employment
   c. ( ) Position funded wholly or in part (more than half) by grant/external funds and whose appointment is for a specified period of time and subject to the availability of funds.

4. Compensation
   b. Fringe and Related Benefits. In addition to the annual salary paid to Appointee hereunder, the University shall continue to provide Appointee all fringe benefits currently offered by the University according to the Appointee's type of employment and shall provide adequate notice of any changes in their benefits. Administrative staff are participants in the Public Employees Retirement System (PERS) of the State of Ohio by virtue of their contract status.

BGSU STATEMENT OF UNDERSTANDING

I understand that the position I hold is funded wholly or in part (more than half) by grant or other external funds and that continuation of employment and fringe benefits is contingent upon the availability of said grant/external funds. Continuation of employment is not guaranteed beyond the termination of grant/external funds. Fringe benefits which are provided contingent upon the availability of grant/external funds include, but are not limited to the following:

1. Vacation benefits (including payment of unused balance of no more than 44 days upon termination) for twelve-month full-time contract positions.
2. Sick leave benefits (including payment for a maximum number of days prescribed by policy upon retirement after 10 years of BGSU service).
3. Consulting release time.
4. PERS - University contribution.
5. Employee and dependent fee waiver.
6. Insurance benefits.
7. Supplemental Retirement Program.
8. Holidays

Signature of Employee ___________________________ Date ____________
ASC Executive Committee
Agenda - June 16, 1992

I. Welcome and brief orientation

II. Summer meetings
   --Executive Committee
   --Council (July 8, August 6)
   --Agenda for July 8

III. Update on latest issues
     --Special Leave Policy
     --SRP
     --"Unclassified" Administrative Staff (report from PWC)

IV. Good of the Order

Agenda
1. Orientation
   * by mail with agenda - disman
3. DG Effect - "Dean Report"
June 17, 1992

MEMORANDUM

TO: Dan Parratt
FROM: Ann Bowers
RE: Agenda items for ASC

Thank you for your thoughts and suggestions. I distributed them to the 1992/93 ASC Executive Committee yesterday and we plan on discussing them at our June 30th meeting as we set goals and objectives for 1992/93. I will be in contact if we need further clarification.

Thanks again for taking the time to communicate your ideas.
MEMORANDUM

TO: ASC Executive Committee
FROM: Ann Bowers
RE: Summer meeting schedule

Listed below is the summer meeting schedule for Executive Committee and Council. For the June 30 meeting, Josh and/or I will report on the Board of Trustees meeting and we will begin to discuss goals for 1992/93. If you cannot make a meeting, just give me a call (372-2411). Thanks for your time this summer.

Executive Committee Meetings:

June 30, 1992 noon CAC Conference Room-5th floor Library
July 14, 1992 noon CAC Conference Room-5th floor Library
July 28, 1992 noon Canal Room-3rd floor Union
August 11, 1992 noon Canal Room-3rd floor Union
August 25, 1992 noon Canal Room-3rd floor Union

Administrative Staff Council Meetings:

July 8, 1992 1:30 p.m. Library Conference Room-first floor
(This is on a second Wednesday instead of the traditional first Thursday because of room scheduling and the July 4th weekend)
August 6, 1992 1:30 p.m. Library Conference Room-first floor
June 17, 1992

MEMORANDUM

TO: Greg Jordan, Virnette House, Gary Palmisano

FROM: Ann Bowers

RE: Notes for ASC Executive Committee meeting

To keep you updated, I thought it best to send you the handouts from the Executive Committee meeting on June 16th along with actions taken. Please give me a call if you have any questions. Also please note the schedule for Executive Committee meetings and Council meetings for the summer.

Handouts and discussion:

1. Memo to Robert Martin with attachments
   I met with Bob Martin on June 10 and handed him the memo along with the resolution on SRP and the changes to the Special Leave Policy. We agreed that the Special Leave Policy would be in effect for three years, but he is interested in having it become a permanent handbook change. I requested that it be forwarded to the Board of Trustees as an interim policy and not a handbook change and allow ASC the time to study it and develop the language for the handbook.

   We discussed the elimination of SRP for Administrative Staff. As stated in the resolution, ASC will study the implementation of SRP and recommend changes in the program to improve its effectiveness. These changes will be forwarded to the administration along with the request to reinstate SRP.

2. PWC discussed the request to use the term "unclassified" administrative staff for all externally-funded grant positions. See the letter to John Moore for PWC's and Executive Committee's recommendation. Note, if this is approved it clarifies the vacation policy for all Administrative Staff to provide more flexibility on vacation use during the first year of employment.

3. The Health Care Task Force report will be distributed to all Administrative Staff Council members next week and will be discussed at the July 6th meeting. We need to provide input to the President by October 1st.

4. Dan Parratt provided some suggestions for 1992/93 goals. Bring these and your thoughts to the June 30 ASC Executive Committee meeting.
June 29, 1992

Memorandum

To: Ann Bowers, Chair
   Administrative Staff Council
   Archives, 5th floor
   Library

From: Bob Arrowsmith

RE: APPOINTMENT OF TASK FORCE FOR DRUG-FREE SCHOOLS BIENNIAL REVIEW

The Drug-Free Schools and Communities Act Amendments were signed into law on December 12, 1989. Section 22 of the Act amended Title XII of the Higher Education Act of 1965 by adding a provision which outlined the steps an institution must take in order to maintain a drug and alcohol abuse program in order to be eligible to receive federal funds. To comply with the minimum requirements of the Act, an institution must annually distribute to each student and employee the following (see attachment 1):

(1) Standards of conduct that prohibit the unlawful possession, use, or distribution of illicit drugs and alcohol by students and employees on the school's property or as part of any school activity;

(2) A description of the applicable legal sanctions under local, state, or federal law for the unlawful possession or distribution of illicit drugs or alcohol;

(3) A description of the health risks associated with the use of illicit drugs and the abuse of alcohol;

(4) A description of any drug or alcohol counseling, treatment, or rehabilitation or reentry programs that are available to students or employees; and

(5) A clear statement that the school, consistent with local, state, or federal law, will impose sanctions against a student or employee who violates the standards of conduct. The statement must describe the possible sanctions which may include completion of an appropriate rehabilitation program, expulsion from school, termination of employment, or referral to the authorities for prosecution.

In addition, the statute requires a school to conduct a biennial review of its drug and alcohol abuse prevention program to determine the program's effectiveness. During the review, the school must ensure that any sanctions imposed pursuant to the program are consistently enforced. It must also evaluate whether any changes are needed and implement such changes. October 1, 1992 will mark the two year anniversary of the Act and is the deadline date for complying with the review component of the law.
The review is mandated and must be available upon request by the Department of Education. It is our understanding that initially 100 universities will be randomly selected for on-site compliance checks with the biennial review provisions of the law. Although room for improvement exists, I feel very confident that the University's good faith efforts and accomplishments in the past two years will result in a finding that the University is indeed in compliance, thereby allowing us to continue to receive federal funds.

I have been asked by the President, to identify individuals from various areas on campus, who he can appoint to serve on an ad hoc "blue ribbon" committee, which will assist with the biennial review.

I am requesting that you identify someone in your area to serve on this committee. Co-chairing the committee will be Jacque Daley (Prevention Center for Alcohol and Drug Abuse) and Sam Ramirez (Personnel Services). Please give me the name of your representative by July 8. They will then be contacted to schedule a meeting time.

c: Jacque Daley
    Sam Ramirez
MEMORANDUM

TO: Dr. Bob Arrowsmith  
Interim Vice President for Student Affairs

FROM: Ann Bowers  
Chair, Administrative Staff Council

RE: Task Force for Drug-Free Schools Biennial Review

July 7, 1992

Thank you for your request to appoint a member of administrative staff to serve on the Task Force for Drug-Free Schools Biennial Review. Beverly Stearns, Assistant to the Dean, Libraries and Learning Resources, has agreed to serve on this Task Force. Ms. Stearns brings to this Task Force strong working knowledge on personnel policies and procedures for all employee groups and a commitment to the concept of preventive programming. By way of this memo, I am informing Jacque Daley and Sam Ramirez of this appointment.
I. Chair Report
--Board of Trustees meeting
--Constituent Network
--President's Panel
--Executive Committee directory

II. Agenda for July 6, 1992 ASC Meeting

III. Goals for 1992/93

Budget

Goals:
1. Health Care Fee Freeze
2. SRP - Improvements
3. Pay Fund
4. Water will claim staff service, in main dry period of year,
   staffing of activities up to 30% yet available
5. $15 - 7/15/72 goal
   less than staff is being, if funds available
6. million of cash flow
7. child-care

For 1992-93
Cost savings

Potluck, all ASC

Schenk

App 47, CBO

Hunt, Schenk

Josh1 Lee

Maintenance care of A

Know, didnt get new picture yet

Karen arrived
July 14, 1992

MEMORANDUM

TO: ASC Executive Committee
FROM: Ann Bowers
RE: Cancelled meeting of July 14th

Enclosed is the information I would have distributed at our meeting. You should have a copy of the Executive Committee membership, ASC Committee listing and a draft of the 1992/93 goals. Please review the goals carefully. They are just draft goals; I am not real happy with some of the wording...so edit away. Also add any other goals you think we should pursue during the year. Since there was not much to actually discuss, I thought it better to not meet until July 28th. We will meet July 28, 1992, at noon, IN THE CANAL ROOM, 3rd floor of the Union.

At the July 28th meeting we will discuss these goals, plan the agenda for the August 6th ASC meeting, begin to think about potential speakers for ASC meetings, and begin preparing for the August 24th reception. Also we can discuss some of our concerns with Personnel Services as John Moore will meet with us at our August 11th meeting. Thanks and see you on the 28th.
ASC Executive Committee Agenda
July 22, 1992

I. Chair report
   --Board of Trustees meeting
   --Budget/Charge card
   --Chairs for Committees
   --FS/CSC Liaisons

II. Secretary report
    --Network

III. NCA Self-Study Report (August 10th)

IV. Changes to the Administrative Staff Handbook

V. Speakers for Meetings
   --President in October/connect with Firelands

VI. Meeting with John Moore

VII. Committee reports
    PUC - New V. - Health Task Force

VIII. Goals
      By will incore me day off procedure?

Health Care Task Force - discuss certain issues
PUC handle same
Administrative staff at Bowling Green State University are active participants in establishing a high-quality, cost-effective educational setting for students and faculty. We recognize the need during this time of fiscal constraints to emphasize quality while managing with fewer resources; this is being accomplished daily in our work in the areas of academic or student services, instructional or research support, planning and budgeting, facilities management, fund-raising, public relations, or athletics. We are proud of the effort all employees at Bowling Green State University are making to keep alive the tradition and reputation of an institution strong in both areas of teaching and research and we commend that same effort occurring at the public universities and colleges across the state of Ohio.

With that in mind, we have read with great interest the Managing for the Future Task Force Report and find that we agree with many of the Task Force's findings and goals. We have deep concern, however, with some of the recommendations.

First, decentralized authority has been a strength of higher education in Ohio. The Boards of Trustees at Bowling Green State University have been strong, supportive and instrumental in the development of this institution. Decentralized authority has been a strength at BGSU, resulting in a system in which administrative staff operate and provide support and a system in which all staff believe themselves part of the process. **Decentralized authority has allowed Firelands College, originally a branch campus, to develop into a strong and integral undergraduate college, one of seven within the governing structure of BGSU.** Centralizing authority with the Ohio Board of Regents would greatly lessen this concept of teamwork to the detriment of higher education in Ohio.

Second, our record of productivity and accountability at Bowling Green State University is exemplary and demonstrable. Its strength comes again from the establishment and implementation of evaluative criteria locally, rather than from a central authority.

Third, we strongly oppose the concept of designated research institutions, namely that of Ohio State and Cincinnati. Each institution of higher education in Ohio has developed strong individual graduate programs resulting in teaching and research of the highest caliber. Bowling Green State University is no exception and we as administrative staff are proud of our institution's accomplishments. To negate this growth and pride would most definitely weaken the structure of graduate education in Ohio.

We, as administrative staff at Bowling Green State University, urge you as members of this Task Force to listen to the public at the regional meetings, build on the strengths of the Report and eliminate that which in the long run will be to the detriment of Ohio's system of higher education and, more importantly, to the detriment of Ohio's citizens.

Approved ASC Executive Committee 10/27/92
Approved Administrative Staff Council 11/5/92
MEMORANDUM

TO: Paul Olscamp, President

FROM: Administrative Staff Council Executive Committee

RE: Severe Weather Policy - Recommended Change

The existing severe weather policy provides for two levels of response, either: 1) cancellation of classes, or 2) closing of the University. We recommend that this policy be amended to include only one level of response: closing of the University. This would entail cancelling classes, and closing of offices, but maintenance of all essential services. Essential services would include, e.g., police, animal care, heating plant, health service, residence hall directors, and food service. Each department would be responsible for maintaining a list of essential employees.

RATIONALE

Since the fundamental mission of the University is education, it might appear odd that under existing policy, classes are cancelled when conditions are not sufficiently severe to close other, less primary functions. We understand that there are practical considerations that explain this, among them the difficulty of notifying the students whose classes are cancelled, and the problem of what to do about those students who can not attend. However, cancellation of classes only also creates some practical problems which might not at first be obvious. These became apparent during the last snow emergency:

1. There was confusion because the media do not all accurately report our response; some interpreted "classes closed" as meaning the entire University was closed, and reported it as such.

2. Those who got the correct information knew they were expected to get to work, and some risked injury to get here.

3. In some surrounding counties, the sheriffs' departments closed roads to all non-essential traffic. It was unseemly that we, a state institution, expected employees to travel to maintain routine office operations.

4. Afterward, because many employees had been unable to get here, it was determined that nobody would be docked for not working, and all those who showed up received extra pay in the form of comp time. Had we simply closed, only truly essential personnel would have come in, and we would not have had to provide the rest with the extra comp time.

xc: Bob Martin, Vice President, Operations
1. **Introduction**

In order to make the decision whether or not to delay or cancel classes, or in extreme circumstances, to close the entire University, The President needs all available information regarding the severity of weather conditions. This special order outlines the procedures to be followed in the event of inclement weather conditions.

2. **Procedures**

The following outline of events shall govern in times of a snow emergency:

A. At 0400 hours, the shift OIC, with the assistance of the dispatcher, shall collect and monitor all information relevant to existing road conditions, weather forecasts, ability of campus buses to make the routes, and condition of parking lots and walkways, even though snow removal crews may be out.

   Physical Plant Services and Parking Services shall initiate snow removal procedures in keeping with the current edition of the Snow Removal Guidelines. Patrol personnel shall personally observe the progress of the snow removal crews as they may be ineffective due to heavy snowfall and drifting.
B. At 0500 hours, the shift OIC contacts the Director of Police and provides him with the collected information. This call is made regardless of the findings. If the Director is unavailable, the on-duty administrator is notified.

The Director of Police will contact Mr. Don Lumley (home: 325-3259), Acting Director of Physical Plant Facilities with the aforementioned information. Their joint recommendation as to the status of the University being able to clear roads, parking lots, and walkways will be conveyed to Vice President Lawrence Kelley by Don Lumley, preferably before 0530 hours.

C. At 0530 hours, Vice President Kelley will contact President Cartwright with a status report and recommendation which will take one of the following forms:

> Clearing of roads, parking lots, and walkways is proceeding on schedule and classes should begin on time. (This discussion would typically not take place unless weather conditions look extremely marginal. Normal practice is to assume the University is open for business as usual unless one of the options below are to be exercised.)

> The starting of classes shall be delayed until a predesignated time in order to sufficiently clear roads, parking lots, and walkways to facilitate the needs of classes. All University employees are to report for work at their regular times.

> Classes shall be cancelled for the day. All University employees are to report to work at their regular times.

> Under extreme circumstances and when State government mandates all State facilities shall close, the entire University shall be classified as closed. All employees identified as holding critical assignments related to safety, physical plant, and student services shall report to work at their regular times.

In the absence of President Cartwright, Vice President Kelley shall make the decision(s) relative to the cancelling of classes.

D. Between 0530-0545 hours, Vice President Kelley shall relay the President's decision on the status of cancelling classes to the following departments/individuals:
E. At 0600 hours or earlier, University News and Information Services shall notify the appropriate radio and television station as well as the wire services. Each Vice President shall notify pre-determined offices and individuals within their division. The Director of Police, or in his absence, the on-duty administrator, shall communicate the President’s decision to the dispatcher so he can handle phone inquiries.

F. Each person identified as a key member in this process shall select an individual that will serve as an alternate for them in the event they are unavailable to carry out their assignment. The name and telephone number(s) of the alternates shall be provide to the individual proceeding them in the chain of events.

G. Cancelling of classes at each of the Regional Campuses will remain the responsibility of the Dr. Gordon Keller and the Regional Campus Deans.

This procedure shall be followed whenever weather conditions are severe. This also applies to weekends and periods when school is not in session since there is a possibility that the University, as a whole, may be closed.
**Purpose:** To provide policy in declaring an emergency and to establish guidelines for the compensation of classified employees during an emergency.

**Policy:** Only the President of Ohio University, or his designated representative, has the authority to declare an emergency at the main campus and the branch campuses of the University. Such authority may be delegated to the Dean of each branch campus.

An emergency is defined as a period when the University must suspend normal operations due to an act of God or other unforeseen circumstance. An emergency shall be for a stated period which may be shortened or extended by the President.

In a declared emergency, certain employees may be required to work to provide essential services. These essential service employees will be designated by their department heads and will be assigned to work schedules as required by the emergency situation.

**Pay Procedures:**

Employees who are not required to work during a declared emergency will be paid at their regular rate for any hours they normally would have been scheduled to work. Employees who are asked to work but are unable to report for work will be paid at their regular rate for any hours they normally would have been scheduled to work.

Essential service employees who are required to work during a declared emergency will be paid at their regular rate for any hours they normally would have been scheduled to work, and in addition will be paid at their overtime rate for any hours actually worked. The option of overtime pay or compensatory time off at the time and one-half rate will apply.

Employees who are on approved leave of absence, seasonal or indefinite layoff or any other inactive pay status are not eligible for compensation during a declared emergency.

Employees who have requested sick leave or vacation during a period of declared emergency will be charged with sick leave or vacation for the period requested when authorized by their department head.
DATE: December 4, 1990

TO: All Faculty, Staff, Medical Students and Graduate Students

FROM: Richard W. Lewis, Vice President for Administration and Public Affairs

SUBJECT: Operational Plan During Non-Scheduled Shutdown of the Basic Medical Sciences Campus, Rootstown

Attached is your copy of the operational procedures statement under which the Northeastern Ohio Universities College of Medicine will function during emergency shutdowns due to weather or other unforeseen emergency conditions.

Please note your area of responsibility. If you are the person designated to call faculty and staff members in your department or area, be sure you have a copy of the current roster with accurate telephone numbers near your home telephone.

If the Rootstown campus is to be closed to students and employees, announcements will be made over radio stations listed below. Note: Please do not call the College Security Office or the switchboard operator.

Akron
- WAKR 1590 AM
- WKDD 96.5 FM

Canton
- WHBC 1480 AM
- 94.1 FM

Kent
- WKSU 89.7 FM
- WNIR 100.1 FM

Youngstown
- WKBN 570 AM
- 98.9 FM

The announcement also will be carried over all major radio and television stations in Cleveland.

Your cooperation in complying with these guidelines will be greatly appreciated.

If you have any questions regarding these procedures, please contact me at extension 136.

Thank you for your assistance.

c\close90.mem
Operational Procedures and Wage Payment During Nonscheduled Shutdown of The Basic Medical Sciences Campus, Rootstown, Due to Severe Weather or Other Unforeseen Emergency Conditions

PURPOSE:

The purpose of these procedures is to establish the operations to be conducted, the staffing of these operations and the method of payment for working and nonworking employees during unforeseen emergency situations at the Basic Medical Sciences Campus of the Northeastern Ohio Universities College of Medicine, Rootstown.

PROCEDURES:

I. The President, or his designee, will determine when conditions such as severe weather, a state of emergency, failure to receive adequate energy or fuel supplies, or disruption of normal utility services are sufficient to cancel classes, close offices, suspend, curtail or otherwise interrupt the normal operations at the Basic Medical Sciences campus.

II. Closing Plan: ALL classes (at the Rootstown campus) are cancelled and only essential services will be performed for that time period. The Medical Library and all offices are closed. Only persons designated as emergency employees should report for work at their regular time. NOTE: Staffing will be minimized to include only employees necessary to operate and protect property.

A. Vice President for Administration and Public Affairs and the Business and Finance Officer.

B. Physical plant operations, maintenance, custodial, grounds personnel and shift boiler operator.

C. Security Officers.

III. The President and Dean, Vice President, and Department Chairmen and Directors shall be responsible for designating those functions within their areas, such as ongoing research and animal care, which will be required to operate when it is determined conditions require closing or curtailing of campus services. They will also be responsible for the development of a plan of operation involving critical services which cannot be suspended or interrupted and for communicating this plan to employees under their direction.

IV. Payment of salaries will be in accordance with the following rules:

A. Staff employees required to work when a unit is closed will receive their regular pay, plus time off on an hour-for-hour basis at a time mutually convenient to both the cost center supervisor and the employee.

B. Staff employees excused from work by an unscheduled closing are paid their regular pay as authorized time off with pay.
C. Clerical, physical plant, and technical employees, other than supervisory (those who are eligible for overtime), required to work scheduled overtime or on a call-back basis will be paid for such time on an overtime basis.

D. "Staff employees" as used herein means classified Civil Service and unclassified nonexempt staff employees of the Northeastern Ohio Universities College of Medicine.

V. All employees who are tardy, leave work early or fail to report to work due to weather or other conditions when an emergency HAS NOT been declared, must charge the absence to vacation or leave without pay. The valid reasons for use of sick leave do not include weather conditions.
MEMORANDUM

TO: Dr. Paul J. Olscamp
    President

FROM: Ann Bowers
    Chair, Administrative Staff Council

RE: Enclosed snow policy recommendation

DATE: October 30, 1992

Please find enclosed a snow policy recommendation developed by the Administrative Staff Executive Committee. We would be pleased to expand upon the recommendation if requested. We recognize the difficulties involved in closing the University, but we believe this policy would eliminate the confusion and worry shared by all employees which occurs when classes are cancelled but all offices remain open.

Thank you for your attention to this recommendation.

AB: swf
Enclosure

copy: Bob Martin, Vice President for Operations
MEMORANDUM

TO: Paul Olscamp, President

FROM: Administrative Staff Council Executive Committee

RE: Severe Weather Policy - Recommended Change

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RATIONALE

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2. Those who got the correct information knew they were expected to get to work, and some risked injury to get here.

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4. Afterward, because many employees had been unable to get here, it was determined that nobody would be docked for not working, and all those who showed up received extra pay in the form of comp time. Had we simply closed, only truly essential personnel would have come in, and we would not have had to provide the rest with the extra comp time.

xc: Bob Martin, Vice President, Operations
ASC Executive Committee Agenda
January 12, 1993

I. Evaluation of Winter Reception

II. Planning for second half of year
   A. Long Range Planning ideas
      1. Operating budget of ASC
      2. Contact with other Administrative Staff Representative Groups (John Moore)
      3. Salary inequities (PWC)
      4. Ad Council—meeting with Les Barber
      5. Associate Director of Personnel—potential vacant position
      6. Stipend or released time for ASC officers—keep track of time
      7. Succession planning (PDC)
      8. Professional Development budget (PDC)
      9. University Council?
      10. Two ad hoc committees

   B. Speakers for meetings

III. Other reports

IV. Good of the Order
TO: ANN BOWERS
FROM: GREG JORDAN
RE: YESTERDAY'S EXEC MEETING
DATE: JANUARY 27, 1993

To follow up on yesterday's exec meeting, the following questions were suggested for Allen White:

a. First—we should introduce ourselves and a brief description of what we do—to give him a sense of the scope of administrative staff.

b. Please comment on the collective bargaining process—where is it?? and what do faculty senate perceive to be its role??

c. What's happening with pay raises?

d. Would you support the concept of a union?

e. (Josh) There is the concern at the moment there is too many administrative senate and/or the SUC or their equivalent. Do you agree, and would it make a change?

Other items from the meeting:

a. Jill volunteers to bring the YWCA

b. About $6 = was donated to MLK, MSL

c. Remember to BYO—enough bagels?

Everyone promised to be on time and on budget!
ASC Executive Committee Agenda
February 23, 1993

I. Chair Report

--President's Panel agenda items
--Council Meetings
  March: Chris Stock questions/concerns?
  April: Martha Rogers/Ron Stoner? or Trustee?
  May: Professional Development Panel?
  June: Orientation and Fun
--NCA Lunch Meeting
--Salary Adjustment proposal--Board of Trustees deadline, March 13th
--State Employees Council of Ohio
--Communications with John Moore--Family Leave Law
  Severe Weather Policy
  Assistant Director, Personnel Services Search
--Bylaws revisions

II. Chair-elect report.

III. Secretary report

IV. Concerns/Good of the Order
--BG EFFECT

Question: who can unmanned admin staff

[Signature: Diane Ryan]
March 24, 1993

MEMORANDUM

TO: ASC Executive Committee

FROM: Ann Bowers

RE: March 23, 1993 meeting

I am sending information from our meeting on the 23rd as many of you were unable to attend. First, enclosed is a copy of the "last to final" report on changes in our health care plan. The team of Dalton, Finn, Martin, Morris, and Moore reviewed the Health Care Task Force Report, the reactions of the constituent groups and the consultant's report. Based on these recommendations and the budget, they have made recommendations to the President and these recommendations are explained in the enclosed report. The President has sent this information to the Health Care Task Force for one more review and then it will go to the Board of Trustees. We really do not have an opportunity for an official reaction, but the fact that the President sent this to the chairs of the constituent groups makes me think that if we have any great concerns or areas of clarification, we could send these through our representatives on the Health Care Task Force. (You need to have your copy of the Health Care Task Force Report as you read through this report as the authors use the former as the basis and only discuss the changes.)

Second, enclosed is a resolution drafted by the Professional Development Committee to be presented at the April meeting. Pat Green will have more information on this diversity education issue. This resolution is mainly just showing our support in diversity education for staff at BGSU. We also discussed succession planning. The Professional Development Committee strongly believes that succession planning will not be successful unless the Vice President's "buy-in" to the plan. Therefore, they do not think they can take it any further. The view by those at the Executive Committee meeting was that although we understand this view, we hate to give up on the concept of succession planning, especially the issue of internal promotion. Therefore, we have asked Pat Green to speak again with John Moore about how he can assist us and also to discuss with the committee about breaking down succession planning into specific handbook/policy recommendations. What do you think?
We did not receive a salary recommendation from Bob Waddle and I am trying to reach him to make sure he has one to distribute at the April meeting. Since the Board of Trustees committee meetings are scheduled at Firelands on April 1st, beginning at 3:00, I will not be able to chair the ASC meeting and once again I am prevailing on Greg to chair this meeting. Also we will not have a guest speaker as the Trustees will all be at Firelands.

Last, I would like to change our next ASC Executive Committee meeting to April 6th rather than April 13th. I think we need to meet to discuss such issues as the new Council members and potential candidates for Chair-elect and Secretary. Please check your calendars and call me as soon as possible if you cannot make the April 6th meeting. Plan on meeting at noon in the Canal Room unless you hear from me differently. THANKS.
ASC Executive Committee Agenda
April 6, 1993

I. Chair Report

---Board of Trustees meeting
---May and June Council meetings
   May: Martha Rogers/Ron Stoner
   June: Noe and/or Medlin; reports; introduction of new members
---Firelands meeting dates
---Next Executive Committee meeting, April 27th
---Kathy Matheny and AAA Marketing
---Cultural diversity issue - femininity
---Coordination with constituent groups
---Salary proposal

II. Chair-elect report

III. Secretary report
---elections and officer nominations

IV. Committee reports

V. Good of the order
   Gery Paloniara
April 23, 1993

MEMORANDUM

TO: ASC Executive Committee

FROM: Ann Bowers

RE: Interviews

We have been asked to participate with the interview process for the position of Assistant Director, Personnel Services. Listed below are the times, places and candidates for each of our one/half hour interviews. Please let me know which sessions you can attend (just copy this memo and put your name by the times you will attend and return to me). Please try to make as many of the sessions as you are able and thanks for adding these meetings to already busy schedules. I believe it is important for us to have a presence during the interview process.

All meetings will be from 3:00-3:30 p.m.

May 3, 1993: William Asendorf

May 10, 1993: Maureen Moeglin

May 12, 1993: Sam Ramirez

May 18, 1993: Patricia Patten

May 20, 1993: Carol Bader
ASC Executive Committee Agenda  
April 27, 1993

I. Chair Report
   -- Scot, Terez, Amy, Kurt - us
   -- Elections - Phil, Randal, Mitch, Allen, Puck, Bob, Ross
   -- May and June meetings - May 11 - keep books - grey
   -- Administrative Staff Network meeting - Friday
   -- Meetings on child care and chairs/chair-elects
   -- Enquires - Let's know by 9th off.

II. Chair-elect Report
   Scholarship winner - I win
   Need to be determined, have... decide any other

III. Secretary Report

IV. Committee Reports - Prof Dun - letter to Puc

V. Good of the Order

Question:
- Standaardize into description = classification study
- Career ladders
- Success planning
- Training at prof development
- Interaction with groups like ASC

June rep. back w/ Cardinal
ASC EXECUTIVE COMMITTEE

AGENDA
TUESDAY, JUNE 29, 1993

I. Salary distribution
II. Trustees Meeting
III. 93-94 ASC Schedule
IV. 93-94 Committees
V. 93-94 Goals
VI. Good of the Order
   - President Panel
   - Treasurer
   - O.U.
   - Dean Van de Weele replacement
TO: Pat Green and Bev Stearns  
FROM: Greg Jordan  
RE: Topics for Discussion for 6-16-93 Meeting  
DATE: June 14, 1993

For the meeting on Wednesday in Bev's office at 9:00 am, I would like to discuss the topics listed below, as well as any other items either of you would like too. See you then.

1. getting organized--transitions in positions
   a. exec. committee schedule (dates, locations, guests)
   b. ASC schedule
   c. constituent network
   d. committee assignments
   e. Fall Reception
   f. ASC and Executive Committee Rosters
   g. meeting of officers

2. 93-94 goals
   a. carryover from 92-93--child/dependent care, overall salary rank, workload and consistent application of policies across VP areas, succession planning, operational and professional development budgets, working with other constituent groups.
   b. new for 93-94--increase scholarship corpus, compensation/job classification study, participation in state-wide network, personnel office transition, representation on exigency committee, non-renewal of contract grievance, education of administrative staff of health care options, clerical support and office space, review of ad hoc committees, other?

3. new stationary

4. other items???

---

Review strategic plan

---

Cover letter

---

Part of reverse of job description

---

Inauguration of procedures in what area to go where--

---

03-94 goals

---

Questionnaire sheet included in mime.

---

Part of second page--the view in area includes AS people.
TO: ASC Executive Committee
FROM: Greg Jordan
RE: June 29, 1993 Meeting
DATE: June 22, 1993

We will hold the next ASC Executive Committee at the Student Recreation Center Conference Room at noon on Tuesday, June 29. Yes, the SRC is open and it will not cost you $4 to enter. It may cost you at least $1 for the snide remark fund. Plan on bringing your own lunch and beverage.

I have attached a draft of the 93-94 goals for your review prior to the meeting. I hope we will also be able to discuss topics as committee assignments, events from the trustee meeting this Thursday and Friday, as well as other topics/issues we need to address as we begin the new year.

If you are unable to attend, please let me know. See you Tuesday.
DRAFT-ASC GOALS FOR 1993-94

GOALS CONTINUED FROM 1992-93

1. Establish child/dependent care as a high institutional priority. Work with all other constituent groups to develop a realistic proposal to be forwarded to the Administrative Council.

2. Secure an overall salary and benefit package that ranks BGSU's administrative staff in the number four position, or higher, statewide among public universities.

3. Due to numerous vacancies not filled, continue to address the issue of excessive workloads for administrative staff, as well as the consistent application of policies and procedures across Vice-Presidential areas.

4. Appoint an ad hoc committee to study and develop appropriate procedures for succession planning.

5. Seek additional operational budget funding for basic services provided by ASC.

6. Seek additional professional development funds in order to assist administrative staff to have the ability to participate in worthwhile professional development opportunities.

NEW FOR 1993-94

1. Conduct a fund-raising effort in order to increase the corpus of the Administrative Staff Scholarship to $30,000.

2. Assist Personnel Services and an outside consultant in the design and implementation of a compensation and classification study. Develop a standard administrative staff job description.

3. Participate in a state wide network of administrative staff from other universities.

4. Review the status of the three ad hoc committees currently operating within ASC.

5. Review and forward recommendations regarding ASC representation on the financial exigency committee and on a non-renewal of contract grievance procedure.

6. Assist appropriate committees and departments to inform employees about the changes in the university health care system.
7. Develop clear procedures within ASC regarding the development, approval and forwarding process of policies and recommendations.

8. Encourage and increase participation and communication among all administrative staff and the ASC.
# Administrative Staff Council Meeting Schedule 1993-94

## Fall Reception:
Monday, August 30, 1993  3:00-5:00 p.m.  University Union Community Suite

## Winter Reception:
Thursday, January 6, 1994  3:00-5:00 p.m.  University Union Community Suite

## ASC Meetings:
(meetings are scheduled on the first Thursday of the month)

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<tr>
<td>1993</td>
<td>September 2</td>
<td>1:30 p.m.</td>
<td>University Union Alumni Room</td>
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<td></td>
<td>October 7</td>
<td>1:30 p.m.</td>
<td>University Union Alumni Room</td>
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<td>November 4</td>
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<td>December 2</td>
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<td>1994</td>
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<td>March 3</td>
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<td>April 7</td>
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<td></td>
<td>May 5</td>
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<tr>
<td></td>
<td>June 2</td>
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(meetings normally are scheduled on the second and fourth Tuesday of the month)

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<td></td>
<td>September 14 &amp; 28</td>
<td>noon-1:00 p.m.</td>
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<td>October 12 &amp; 26</td>
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<td>University Union Canal Room</td>
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<td>November 9 &amp; 23</td>
<td>noon-1:00 p.m.</td>
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<td>December 14</td>
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<td>1994</td>
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<td>March 8 &amp; 22</td>
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<td>April 12 &amp; 26</td>
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<td>University Union Canal Room</td>
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<td>May 10 &amp; 24</td>
<td>noon-1:00 p.m.</td>
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MEMORANDUM

June 1, 1993

TO: Pat Koehler

FROM: Greg Jordan, Chair
       Administrative Staff Council

I would just like to take a moment to congratulate you on your recent election to the 1993-94 ASC Executive Committee. I am looking forward to the opportunity to work with you in a year that certainly will be challenging and interesting.

As we enter into our second decade of existence, there will be many issues that will face us in 1993-94 including health benefits, child care, increased work loads, a compensation/job title study and many more. But I hope as a group we will continue to focus on some of the positive areas that ASC has been involved, such as the scholarship, professional development opportunities and the work of the internal and external ad hoc committees.

I will suggest that we meet 2-3 times in July/August before the fall semester begins. I realize we will have some vacation conflicts, but I hope we can get a majority together. The major tasks that face us is the committee assignments, network development and setting our goals for 1993-94. Our first step is the combined Executive Committee meeting set for Firelands on June 8. I hope you will be able to attend this fun and productive day.

Again, congratulations on your recent election. As the year progresses, we will be in constant communication. Please feel free to contact me at anytime, for the business of ASC is a top priority.
MEMORANDUM

TO: ASC Executive Committee
FROM: Greg Jordan
RE: July 20 Executive Committee Meeting

Just as a reminder, our next meeting is scheduled for next Tuesday, July 20 in the Library Conference Room on the first floor. If you cannot make the meeting, please give me a call.

I have attached a second draft of the 93-94 goals, with changes made from our last meeting. To date, I have received 13 written responses and 1 telephone call from the letter included with the June minutes. I will share all of them with you next Tuesday.

I hope that we will be able to almost finalize the goals for next year at next week's meeting. There are a couple of other items that have come up we need to discuss, as well as tie up some loose ends regarding starting up for next year.

See you Tuesday!!!
ASC EXECUTIVE COMMITTEE
AGENDA
TUESDAY, JULY 20, 1993

I. Responses to Survey
II. 2nd Draft of 93-94 Goals
III. Changes to Handbook
IV. Replacement of Alan Zink
V. Budget
VI. Wellnet Representative
VII. Ferrari Award Criteria
SUMMARY OF RESPONSES TO SURVEY SENT WITH JUNE MINUTES

17 responses on form; 1 memo; 1 telephone call

1. issue of representation in VP areas by one department (phone call and memo)

2. study of reciprocal fee waivers with corner Ohio schools.

3. study university council concept that combines interests of ASC, CSC, and FS. (building bridges)

4. personnel position for ASC

5. concern over effect of IAPC and Managing for the Future Task Force report

6. grievance procedure

7. job description format

8. work load (2)

9. inadequate funding of ASC

10. staff morale and recognition (2)

11. day care (2)

12. Health care, keep chiropractics and counseling as present

13. succession planning/cross training

14. compensation and benefits

15. committee on non-academic functions (monitor the process, including findings, analysis and recommendations.)

16. salary inequities based on gender

17. Question on SRP

18. New ID's--keep SSN instead of new University ID #.

19. Grant funded employee status.

20. Name change of ASC and our classification

21. ration of CS to AS (relates to work load and who is doing what)
93-94 ADMINISTRATIVE STAFF COUNCIL

STANDING/AD HOC COMMITTEES

PERSONNEL/WELFARE
Norma Stickler, Chair
Jill Carr
Denise Kisabeth
Judy Donald
Duane Whitmire
Bryan Benner
Jeanne Wright
Denise Van de Walle

FERRARI AWARD
Allen Zink
Joyce Kepke
Pat Koehler
Dan Parratt
Steve Barr
Lauren Mangili
Rich Zera

PROFESSIONAL DEVELOPMENT
Tonia Stewart
Lauren Mangili
Gail McRoberts
Darlene Ehmke

AMENDMENTS
Bev Stearns, Chair
Pat Kania
Brad Browning

SCHOLARSHIP
Susan Hughes, Chair
Judy Hartley
Gregory Ross
Marilyn Braatz
 Scot Bressler
 Marcia Latta

SALARY
Arlene Hazlett
Bob Waddle
Barry Piersol
Judy Pascalis
Ken Kavanagh

INTERNAL AFFAIRS-AD HOC
Amy O'Donnell, Chair
Deb Wells
Bob Carlisle
Chris Smitherman
Ann Bowers
Diane Regan

EXTERNAL AFFAIRS-AD HOC
Melissa Firestone, Chair
Bob McGeein
Jan Peterson
Joe Luthman
Cindy Colvin
Gail McRoberts
Bonita Sanders

SUCCESION PLANNING-AD HOC
Gregory Ross
Wayne Colvin
Dave Stanford
Gregg DeCrane
Cindy Puffer
Teresa McLove

FACULTY SENATE
Greg Jordan

CLASSIFIED STAFF COUNCIL
Pat Green
ASC EXECUTIVE COMMITTEE
AGENDA
TUESDAY, JULY 20, 1993

I. Responses to Survey
II. 2nd Draft of 93-94 Goals
III. Changes to Handbook
IV. Replacement of Alan Zink
V. Budget (to Ad Council)
VI. Wellnet Representative
VII. Ferrari Award Criteria
GOALS CONTINUED FROM 1992-93

1. Establish child/dependent care as a high institutional priority. Work with all other constituent groups to develop a realistic proposal to be forwarded to the Administrative Council.

2. Secure an overall salary and benefit package that ranks BGSU's administrative staff in the number four position, or higher, statewide among public universities. Continue to address the issue of salary inequities base and gender. Work to develop an adequate market adjustment pool for Administrative Staff.

3. Due to numerous vacancies not filled, continue to address the issue of excessive workloads for administrative staff, as well as the consistent application of policies and procedures across Vice-Presidential areas.

4. Appoint an ad hoc committee to study and develop an appropriate philosophy and procedures for succession planning.

5. Seek additional operational budget funding for basic services provided by ASC.

6. Seek additional professional development funds in order to assist administrative staff to have the ability to participate in worthwhile professional development opportunities.

NEW FOR 1993-94

1. Conduct a fund-raising effort in order to increase the corpus of the Administrative Staff Scholarship to $30,000.

2. Assist Personnel Services and an outside consultant in the design and implementation of a compensation and job classification study. Develop a standard administrative staff job description format.

3. Participate in a state wide network of administrative staff from other universities.

4. Review the status of the three ad hoc committees currently operating within ASC.

5. Review and forward recommendations regarding ASC representation on the financial exigency committee.

6. Discuss, develop recommendations and procedures for a grievance procedure for non-renewal of contract.
7. Assist appropriate committees and departments to inform employees about the changes in the university health care system.

8. Develop clear procedures within ASC regarding the development, approval and forwarding process of policies and recommendations.

9. Encourage and increase participation and communication among all administrative staff and the ASC. Conduct VP area meetings for Administrative Staff led by Executive Committee area representative.

10. Review and make recommendations on distribution of salary pool dollars via the merit system. Factors in this process include the combination of the past three fiscal years without any merit consideration with the current fiscal year.
July 21, 1993

MEMORANDUM

TO: Greg Jordan, Chair
    Administrative Staff Council

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

SUBJECT: Professional Development Budget

As you are no doubt aware, the Board of Trustees passed the
University's I & G budgets on the basis that all available
dollars in new monies were allocated primarily to salary pools.

That budget included zero percent increase in operating
budgets for all of the I & G accounts. No new dollars were
set aside for purposes such as Professional Development
budgets for A.S.C. That along with many other very
worthwhile issues were considered in the deliberations. The
final recommendations, in accordance with the Budget
Committee's recommendation and Board of Trustee's policy,
were to emphasize the needs for salary improvements.

I will discuss with Chris Dalton any potential that is
available on a one-time basis for this type of requirement,
when he returns to campus at the end of this month. We will
forward to you the results of that discussion shortly thereafter.

93-43

cc: C. Dalton
    J. Moore
MEMORANDUM

TO: Bob Martin
Vice President for Operations

FROM: Bob Kreienkamp, Chair
Classified Staff Council

As a follow-up to our conversation yesterday, I am writing to express my deep concern about the proposed minimum limit of $260 for participation in the Health Care Reimbursement Account.

During the past year, there were approximately 25% (99 out of 400; 27 classified, 31 administrative, 41 faculty) of the employees who participated who elected to deduct less than $260 during the first year of this program and made this election based on their proposed needs. Single plans and those who rarely accrue medical costs should not be penalized because of what we perceive to be the administration's hesitancy to incur administrative costs. In addition, even though the tax implications may be negligible for an amount lower than $260, we believe it is important to allow all BGSU employees the opportunity to participate at their desired level.

There are numerous questions about how this will affect participation that I hope will be addressed during Monday's Ad Council meeting. Please contact me if you need any further clarification.
July 27, 1993

MEMORANDUM

TO: Greg Jordan
   Student Rec Center

FROM: Joe Martin
   Bursar's Office

RE: Administrative Staff Council "Business"

As a follow-up to our recent conversation, I have a concern about the calculation of the average salary of the administrative staff.

It is my understanding that the calculation did include Hall Director (and possibly others in that category). If that is correct, I have two thoughts:

1) These persons are not typical administrative positions, at least in my mind.

2) Their salary figures probably do not include the cost of utilities, room, and meals.

As a result, it is my considered opinion that these positions should not be included or, if they are to be included, fair market value for the things I suggested be added.

I would also suggest the appropriate committee do a reasonable review of those included to make sure appropriate positions are included in any future averaging.

Please share with the appropriate ASC persons.

Thanks for listening.

JM/sal

xc: Gaylyn Finn
ADMINISTRATIVE STAFF COUNCIL
EXECUTIVE COMMITTEE AGENDA
TUESDAY, AUGUST 10, 1993

I. Opening Day Reception

II. 93-94 Goals--Third Look

III. Health Care Issues
  a. minimum deduction for Health Care Reimbursement Account
  b. Health Care Cost Management Conference
  c. EAP Program

IV. Operating and Professional Development Budgets

V. Salary distribution information in the Monitor

VI. Martini memo

VII. Good of the Order
MEMORANDUM

TO: ASC Executive Committee
FROM: Greg Jordan
RE: Enclosed materials

Since our meeting yesterday, some information has been brought to my attention that I feel should be shared. Enclosed is the following:

a. a copy of the memo sent to Dr. Olscamp regarding burn-out, based on our discussion at the August 24 meeting (I should have sent you a copy right away--sorry).

b. a copy of the memo from Dr. Olscamp to Ben, Bob and me regarding support for an educated task force--FYI.

c. a copy of a memo from Jill Carr regarding some criteria for the Ferrari Award. This will be included on the September 28 agenda.

d. The Mercer Report--three memos and the proposal
   1. memo from me to John regarding vacation and Mercer.
   2. memo from ASC Exec to Ad Council with recommendations.
   3. Cover memo from John to me regarding Mercer.
   4. The Mercer Proposal

Please note the confidential statement from Mercer. Since John did not indicate any information about the confidential nature of the report, I feel it is okay to share it with you. However, please do not, at this time, share or copy the report with anyone.

The Mercer Report is very detailed. I hope that with the many eyes of exec we will be able to see any areas of concern so that nothing is overlooked. We will also include this on the September 28 agenda.

That's all for now. Happy reading.
MEMORANDUM

August 25, 1993

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

FROM: Greg Jordan, Chair

RE: Opening Day Address, Gender Inequities, and Burn-out

Having been in attendance and listened to your remarks at the Opening Day Reception, I would first like to indicate to you how I both enjoyed and appreciated your message. I look forward to working with you and the Administrative Council in a positive and productive manner this year. I can assure you that the Administrative Staff Council will conduct our business in a non-adversarial manner, as we too recognize that we all should work together in the best interest of BGSU.

The issue of salary inequities based on gender has been a long standing concern of ASC. We are pleased that in your address you indicated that some progress has been made in this area. I would like to offer any assistance you might need from either the Executive Committee, Salary Committee or Personnel/Welfare Committee.

Your closing comment regarding "burn-out" was very timely. I would like to share a concern with you in an informal manner at this time. At our Executive Committee yesterday, strong comments were made from a wide variety of areas that morale and stress level of numerous employees is in a dangerously critical state. This atmosphere has been created from a number of sources including non-replacement of staff, new computer systems with many "bugs", management decisions and the pressures of crisis situations. Individuals are currently coping. However, there seem to be indications that this stressful atmosphere will be on-going as opposed to temporary.

I bring this topic to your attention because many feel that they are unable to address this at a departmental or area level. I have asked that our Personnel/Welfare Committee conduct research in order to develop concrete data that demonstrate our concern (for example, the number of employees who were unable to use vacation time; departments that require specified hours of uncompensated overtime each month; etc.).

The Executive Committee felt strongly that you should be advised informally of this concern, so that we can all work together to avoid major problems that will have lasting impact on the University. We will forward to you additional information when we have concluded our research.
September 13, 1993

MEMORANDUM

TO: Bob Kreienkamp, Chair Classified Staff Council
Greg Jordan, Chair, Administrative Staff Council
Benjamin N. Muego, Chair, Faculty Senate

FROM: Paul J. Olscamp
President

I agree that a well-educated task force is better able to address health care problems here at BGSU. There are many ways available for members of this group to improve their knowledge of health care issues - some much more costly than others. The conference you suggested in Miami, Florida is very similar to many others being offered around the country. "The Employers Association", a group which serves many private and public employers in the Indiana, Ohio, Michigan areas, has announced a seminar on HEALTH CARE COST CONTAINMENT to be held in Toledo on March 3, 1994. The presenter is Vivian Folk, Attorney, with the firm of Shoemaker, Loop, and Kendrick, who has extensive involvement in health care issues. This seminar would appear to be an economic alternative which is more focused on those opportunities which might exist in Northwest Ohio.

The Manager of the Training & Development Program with The Employers Association has informed us the brochure for their seminar will be available in December of 1993. I would suggest your consideration of their materials at that time to determine if it might meet the needs you suggested in your memo. Of course, the Chair of the Task Force would be responsible for designating the attendees.

If you have further questions concerning this, please feel free to contact Bob Martin, Vice President for Operations.
MEMORANDUM

TO: Greg Jordan, Chair, Administrative Staff Council
FROM: Jill Carr, Chair, 1993 Ferrari Award Committee
RE: Criteria

As you requested, the 1993 Ferrari Award Committee took into consideration the feedback received regarding the delineation of full-time staff in the criteria for the Ferrari Award. Some research was done, and it was found that the original criteria established by the Board of Trustees in 1982 did not contain the terminology "full time". Somehow over the years this must have been added by one of the award committees.

This year's committee discussed the issue and we offer the following recommendation. While the original criteria did not include the "full-time" designation, we believe it should remain with the clarification that this includes 9 1/2 and 10 month administrative staff members. This should be added to the written criteria statement. We believe this will clear up any discrepancies and maintain the award at a fair level.

If you have any questions, please give me a call. Thanks for the opportunity to share our thoughts.

For Discussion @ 9-28 exec. committee
MEMORANDUM

TO: John Moore, Executive Director
Personnel Services

FROM: Greg Jordan, Chair
Administrative Staff Council

RE: Vacation Policy and Mercer Report

I would like to clarify, as I did at the ASC meeting, the policy regarding accumulated vacation time for administrative staff. As indicated in the Administrative Staff Handbook, page 92 (vacation policy), it states "A staff member's vacation balance cannot exceed 352 hours at the end of each fiscal year." Therefore, I am to assume that there will be an adjustment only once a year (July 1) for any administrative staff members who have a balance over 352. The article in the September 13 Monitor could be misunderstood as to when that adjustment takes place. On behalf of the Administrative Staff Council, I am asking you to have a correction made in the Monitor.

Thank you for your September 7 memo regarding the Mercer Report. While the ASC Executive Committee is on record to supporting this concept, I would like to see if any progress has been made regarding the five recommendations made to the Administrative Council in our May 19 memo, which you received a copy. This entire project is a very complex and sensitive topic. I hope that, before any contracts are signed, there will be an opportunity for discussion and agreement upon the various roles your staff and administrative staff will play, as well as a clear indication regarding the implementation of the report.

Thank you for your attention in these matters.

pc: ASC Executive Committee
MEMORANDUM

TO: Administrative Council
FROM: ASC Executive Committee
RE: William M. Mercer, Inc.
DATE: May 19, 1993

On May 17, 1993, the Administrative Staff Council Executive Committee met with representatives of William M. Mercer, Inc. regarding the proposed consulting project to study administrative staff positions, titles and compensation at BGSU. We are very pleased that the Administrative Council recognizes the need to develop better control over administrative staff position descriptions, job titles and compensation and we applaud the recognition that outside assistance is required for such an undertaking. We hope that your interest in this project underscores your commitment to complete the project and ensure that it is implemented in a fair and efficient manner. The ASC Executive Committee supports this concept with the following recommendations:

(1) This project should begin as soon as possible.

(2) All positions should be involved—no administrative staff position should be exempted.

(3) A budget should be provided for the project which includes the costs of the consultants.

(4) Recognizing that administrative staff should be actively involved in this project, ASC should select the project committee. Furthermore, recognizing that the work load for this committee will be quite heavy for the duration of the project, it is requested that a graduate assistant be assigned to the project to assist with data gathering and various clerical functions.

(5) After the project is completed and those administrative staff who require market or salary equity adjustments have been identified, if it is not feasible to make the appropriate salary adjustments immediately, they should be phased in over a time period not to exceed three years. The monies for these adjustments should be from a pool separate from salary funds.

We thank you for the opportunity to meet with representatives from Mercer and for your ongoing support for administrative staff at BGSU. We would be pleased to elaborate on any of the above requests and also to meet with Administrative Council if so requested.

copy: John Moore
MEMORANDUM

TO: Greg Jordan  
   Chair, Administrative Staff Council

FROM: John C. Moore  
   Executive Director

DATE: September 7, 1993

RE: Mercer Report

As you review Mercer's last proposal (3-19-93) you will see that a lot of work was shifted to Personnel Services to lower the cost. We are still working on lowering the cost to $60,900-$66,900 range, also asking Mercer to do Task 4 -- Titling Review Preliminary Incumbent Slotting on Page 17.

I still think we can get this underway before year end. I will keep you informed as to our progress.

JCM:nmb
Enclosure
August 19, 1993

Mr. John C. Moore
Executive Director of Personnel
Bowling Green State University
100 College Park Office Building
Bowling Green, OH 43403

Dear John:

I am sorry for the miscommunication regarding the next step in the proposal process. Based on our conversation last Wednesday, it is my understanding that the University would like to assume enough of the work to reduce estimated professional fees to approximately $70,000 and that you would like us to submit a revised proposal based on such a reduction.

In response to your request, I have modified our proposal so as to allow more of the work to be performed by the University's Personnel group. Frankly, with Mercer providing the training and supporting materials, the bottom line outcome should be as sound as if Mercer were performing all of the work according to the original proposal. In addition, I believe University Personnel staff will build even greater self-sufficiency longer term. Specifically, we have made the following changes in the Work Plan section:

- placing responsibility for initial title review and evaluation with University Personnel based on supporting systems, training and counsel by Mercer
- having Mercer assess current compensation policies and provide counsel regarding necessary revisions but shifting responsibility for the actual writing of narrative revisions to the University
- training Personnel and/or the Project Steering Committee in market analysis and placing the market pricing tasks with the University albeit Mercer would perform a critique of the analysis.

John, hopefully, these modifications in work responsibilities and attendant reductions in fees will meet the University's fiscal resources and capabilities. I would, of course, be pleased to answer any questions you might have about the proposal.
Mercer appreciates the opportunity to offer its services to Bowling Green State University. We look forward to working with you and your colleagues.

Regards,

[Signature]

Charles F. Schanie, Ph.D.
Principal

CFS:kp

cc: David P. Carlin
    Robert H. Brown
PROPOSAL FOR THE DESIGN AND IMPLEMENTATION
OF A COMPENSATION AND CLASSIFICATION PROGRAM
FOR ADMINISTRATIVE PROFESSIONAL STAFF

Prepared for:

[Company Name]

Prepared By:

William M. Mercer, Incorporated
One Columbus, Suite 1100
10 West Broad Street
Columbus, OH 43215-3475

August 1993
The document which follows has been prepared solely for the management of Bowling Green State University. We respectfully request that the contents of the document not be shared with any individual, organization, or professional firm without the permission of William M. Mercer, Incorporated.
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# A. PRIOR EXPERIENCE

## UNIVERSITY REFERENCES

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<tr>
<th>Organization/Contact</th>
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<tbody>
<tr>
<td><strong>State College and University Systems of West Virginia</strong>&lt;br&gt;Ms. Margaret Robinson&lt;br&gt;Assistant Director for Higher Education Personnel&lt;br&gt;1018 Kanawha Blvd., East Charleston, WV 25301&lt;br&gt;(304) 558-2104</td>
<td>Design and installation of a job evaluation and classification system covering 5,700 non-academic staff in 950 job titles. Covers 17 colleges and universities within the State's system of higher education (in process).</td>
</tr>
<tr>
<td><strong>Miami University</strong>&lt;br&gt;Mr. Dennis Deahl&lt;br&gt;Director of Personnel&lt;br&gt;Miami University&lt;br&gt;2 Rouded Bush Hall&lt;br&gt;Oxford, OH 45056&lt;br&gt;(513) 529-3131</td>
<td>Two projects, each creating independent comprehensive programs under Ohio Substitute Bill 509 for Service and Maintenance personnel and Supervisory and Technical staff. Both studies included job analysis, job evaluation, market analysis, policy development, implementation and communication. Additionally Mercer has conducted two market analysis studies for Miami University. Also reviewed options for test and selection per Ohio Revised Code 124, and a detailed market analysis of Supervisory and Technical staff.</td>
</tr>
<tr>
<td><strong>Ohio State University</strong>&lt;br&gt;Steve Stoffel&lt;br&gt;Associate Vice President&lt;br&gt;Office of Human Resources&lt;br&gt;Ohio State University&lt;br&gt;113 Archer House, 2130 Neil Avenue&lt;br&gt;Columbus, OH 43210&lt;br&gt;(614) 292-8993</td>
<td>Complete audit of all professional/administrative salary program components for four separate systems; includes job analysis, evaluation, market analysis, policies and procedures. Title VII comparable work, compliance, management compression, and FLSA status.</td>
</tr>
<tr>
<td><strong>Ball State University</strong>&lt;br&gt;Dr. Norman Beck&lt;br&gt;Director, Employee Relations &amp; Auxiliary Services&lt;br&gt;Ball State University&lt;br&gt;Muncie, IN 47306&lt;br&gt;(317)285-1133</td>
<td>Design and installation of a job evaluation and classification system. Comprehensive audit follow-up of the staff personnel compensation and classification program covering 925 exempt and non-exempt employees.</td>
</tr>
</tbody>
</table>
Organization/Contact

State University System of Florida
Ms. Emoryette McDonald
Director of Personnel Programs
State University System of Florida
Tallahassee, FL 32301
(904) 487-4568

University of Kentucky

Mr. Walter F. Skiba
Director of Human Resources
University of Kentucky
307 A Peterson Service Building
Lexington, KY 40506-0005
(606) 257-9000

University of Pittsburgh

Dr. John Wilds
Director of Human Resources
University of Pittsburgh
Pittsburgh, PA 15260
(412) 624-8030

University of Louisville

Mr. Donald Bowling
Asst. Vice President for Personnel
University of Louisville
Belknap Campus
Louisville, KY 40292
(502) 588-8541

Project Description

Administration of a customized salary survey and market analysis of administrative staff.

Comprehensive audit of all professional/administrative and non-exempt salary program components including job evaluation, market analysis, policies and procedures, and salary compression.

Job evaluation and pay structure development for all non-academic positions.

Design and installation of a job evaluation and classification system covering 2,500 non-academic staff in 550 job titles.
B. PROJECT STAFF DESCRIPTION

**Staffing**

In order to provide a comprehensive complement of professional services to the engagement, Mercer proposes to staff the compensation study with the following individuals:

**Charles F. Schanie, Ph.D., Principal,** will serve as Project Director for the study. Dr. Schanie will coordinate and direct all consulting aspects of the assignment and will serve as the key on-site consultant.

**Robert H. Brown, Managing Consultant,** will be responsible for maintaining the business relationship between the University and Mercer, and ensuring that the project is responsive to Bowling Green State University's unique needs and circumstances.

**Scott A. Cook and Carol Nelson** will serve as Project Consultants, assisting Dr. Schanie in directing the day-to-day activities of the project and acting as a liaison between Mercer and the University for data exchange and administration.

**Andrea M. Beavin, Senior Compensation Analyst,** will be involved in most aspects of the study process, including the planning and execution of all statistical analyses.

Resumes for the above professionals are included on the following pages.
NAME: Charles F. Schanie

POSITION WITH MERCER, INC.: Principal

EDUCATION:
- Ph.D., Industrial Psychology
- M.A., B.A., Psychology
  University of Louisville

PROFESSIONAL BACKGROUND:
Charles F. Schanie is a Principal and Senior Consultant for the Northern Region of Mercer, where he practices in the compensation discipline. A former National Science Foundation Fellow, he holds a Ph.D. in Industrial Psychology and has over 15 years' experience consulting with American industry in compensation planning. His specializations include: job analysis, regression-based job evaluation, performance management, annual incentives and long-term incentives. He has successfully assisted companies in defending against multi-million dollar pay discrimination suits and instituting cost-efficient total compensation programs. Author of numerous articles in major journals. Dr. Schanie is a member of the Industrial/Organizational Division of the American Psychological Association, the American Compensation Association and the College and University Personnel Association.

As Project Director, Dr. Schanie has coordinated and directed all technical aspects and handled the day-to-day operation of those client projects listed below:

- University of Louisville
- University of Pittsburgh
- University of Kentucky
- State University System of Florida
- Ohio State University
- Miami University
- State College and University Systems of West Virginia
- Ball State University
- Penn State University
- Iowa State University
- City of Minneapolis
- New York Hotel Association
- Shawnee State University
- General Electric
- Polyclinic Medical Center (Harrisburg, PA)
- Deaconess Hospital (Evansville, IN)
- Sts. Mary & Elizabeth Hospital (Louisville, KY)
- Toyota Motor Manufacturing, USA
NAME: Robert H. Brown

POSITION WITH MERCER, INC.: Principal

EDUCATION: M.S. and B.S. (Cum Laude), Business Administration, State University of New York at Albany; U.S. Air Force Contract Law Course; Health Insurance Association of America course in health insurance

PROFESSIONAL BACKGROUND: Robert Brown is a Principal and the Group Consulting Practice Leader in Mercer's Columbus office. Over the last 14 years Bob has been involved in virtually all aspects of group benefit programs from design and bidding to implementation and administration. His special areas of knowledge include health care cost management, specialized financial and underwriting arrangements and bidding of self-insured and partially self-insured programs. Prior to joining Mercer in 1977, he was a group representative for Metropolitan Life Insurance Company for seven years and had specific experience with implementing and administering partially self-insured plans for large employers.

Bob's clients include:

- AMEC
- Denison University
- Franklin County
- Holy Cross Shared Services, Inc.
- Hospital Association of Central Ohio
- IBEW Local 613
- Kent State University
- Lancaster City Schools
- Metropolitan Educational Council
- Miami University
- Midwest Express
- Mt. Carmel Medical Center
- Ohio University
- The Ohio State University
- Schottenstein's
- Shawnee State University
- State of Ohio
- TOSOH-SMD
- University of Dayton
- Wright State University
- Youngstown State University
**NAME:** Scott A. Cook

**POSITION WITH MERCER, INC.** Compensation Consultant

**EDUCATION:** M.B.A., University of Louisville

B.S.C., Management, University of Louisville

**PROFESSIONAL BACKGROUND:**

Mr. Cook serves as a Compensation Consultant for the Human Resources Consulting practice in Mercer's Louisville office. In his capacity as Compensation Consultant, Mr. Cook is responsible for assisting in the planning and execution of all facets of the salary administration process, from the development of salary surveys to the implementation of pay programs. He is a current member of the American Compensation Association.

Prior to joining Mercer, Mr. Cook was employed for six years as Compensation Analyst at the University of Louisville, where he assisted in administering and directing the compensation and classification program for University staff. While at the University, he served as a member of the Kentucky Chapter of College and University Personnel Association and was active at the CUPA regional level. He is a current member of the College and University Personnel Association.

A Project Consultant, Mr. Cook has assisted Dr. Charles F. Schanie in the conduct of day-to-day project activities between Mercer and those clients listed below:

- Miami University
- State College and University Systems of West Virginia
- Ohio State University
- Iowa State University
- Ball State University
- City of Louisville
- Jefferson County Government
- Shawnee State University
- General Electric Company
- Toyota Motor Manufacturing, Inc., USA
- City of Minneapolis
- Kiwanis International
NAME: Carol S. Nelson

POSITION WITH MERCER, INC. Compensation Consultant


PROFESSIONAL BACKGROUND: Carol Nelson is a consultant in the compensation and human resource consulting practice of Mercer's Columbus office. She has more than 10 years of experience as a human resource generalist. Her compensation and benefits background includes the design and implementation of integrated total compensation programs for employers in the health care industry and for the American Bar Association.

Carol also has diverse experience in career consulting, outplacement testing and counseling, succession planning, and training and development. She has made presentations to national groups on criteria based performance evaluation systems. Some of her relevant experiences include being a project leader for job evaluation and position analysis using both traditional and automated questionnaire approaches for four hospitals, assisting in curriculum development for the Personnel Administration course work for the National College of Education, and her Masters theses on job evaluation and position analysis methodology, which was published as part of the course materials.

Her clients include:

- Lima Memorial Hospital
- Grady Memorial Hospital - Delaware
- Holzer Hospital
- Bethesda Memorial Hospital - Zanesville
- Fisher-Titus Medical Center
- Good Samaritan Hospital
- MedCenter of Marion
- Western Reserve Care Center
- Parma Community General Hospital
- Barnesville Hospital
- St. Joseph's Hospital - Lorain
- Ohio Hospital Association

Carol is a member of the American Compensation Association, the American Society of Personnel Administrators, and the Ohio Society of Hospital Human Resource Administrators.
NAME: Andrea M. Beavin

POSITION WITH MERCER, INC.: Senior Compensation Analyst

EDUCATION: B.A., Mathematics, Bellarmine College, Louisville, Kentucky

PROFESSIONAL BACKGROUND: Ms. Beavin is in her fourth year as a compensation analyst in the Louisville office of Mercer. In her capacity as compensation analyst, she coordinates statistical and technical support for all facets of salary administration projects. Ms. Beavin is a member of the American Compensation Association and the Mathematics Association of America.

As Senior Analyst, Ms. Beavin is involved in all phases of project administration encompassing the development of market survey data, as well as the planning and execution of all statistical analyses for numerous clients, including:

- Toyota Motor Manufacturing, Inc., USA
- General Electric Company
- Jefferson County (Ky) Government
- City of Louisville
- Miami University
- Shawnee State University
- Ohio State University
- Ohio University
- Kent State University
- Ohio Wesleyan University
- State College and University Systems of West Virginia.
C. INTRODUCTION

Purpose of the Proposal
The purpose of this proposal is to outline the approaches, work plan, and fees proposed by William M. Mercer, Inc. (Mercer) in the design and implementation of a comprehensive classification and evaluation system for Bowling Green State University. The study will include the administrative/professional staff encompassing approximately 680 employees in an estimated 450-500 job titles. Mercer views this proposal as a working document intended for discussion with the University's project team in order to:

- clarify University priorities for the project
- determine the optimal allocation of duties between Mercer and University staff in carrying out these tasks
- reach a mutual understanding and agreement on the scope and conduct of this project prior to a decision to proceed.

Project Context and Background
Bowling Green State University is a state-supported doctoral institution of higher education located in Northwestern Ohio providing graduate and undergraduate instruction to over 11,000 students. Presently, the University has no formal process in place for evaluating and classifying exempt staff. Consequently, concerns have been expressed relative to possible inequities and inconsistencies in how A/P positions are compensated.

These problems, coupled with other associated shortcomings in the program have led management to the conclusion that a formal compensation and classification program is needed. Bowling Green State University is therefore requesting consulting assistance in developing a new program for its administrative/professional group. As a result the University has requested that Mercer submit a proposal to develop a compensation and classification system for the administrative/professional group.

In response to the University's request, Mercer proposes to conduct a project which will produce the following deliverables:

1. Development of job-specific information on approximately 450-500 A/P job titles within the University
2. Development of job descriptions tailored to the University's specific needs and with reference to ADA
(3) A customized, state-of-the-art point factor methodology for the A/F group which is equitable and flexible, and will measure the value of each position within the University on an objective basis.

(4) Development of a program for communicating with affected employees, supervisors and managers throughout the University.

(5) Compilation of market data to establish the University's competitive position.

(6) Development of a grade structure and associated pay ranges tailored to the University's unique needs and circumstances.

(7) Recommendation of modifications to existing policies, procedures and regulations governing the administration of the new program.

(8) Preparation of an implementation cost analysis to determine necessary individual compensation actions and total implementation costs.

(9) Provision of training throughout the course of the project for the University's Personnel Services staff to ensure self-sufficiency in administering all aspects of the program on an ongoing basis.

(10) Preparation of a final report outlining study methodology and including project documentation and recommendations arising from the project.

The balance of this proposal describes our work plan, staffing, timing and fees for achieving the above objectives.
D. WORK PLAN

For purposes of initially defining the scope of the project, we have outlined a comprehensive engagement. We have done so to help University officials identify all major study components. As we work together to more closely define project tasks, consultant/client responsibility for completing designated tasks may be redefined through mutual agreement.

The work plan which follows assumes the involvement of designated Personnel Services staff and committee representatives, although we have kept their time commitment well within reasonable limits. We believe this participation is important for the successful completion and on-going effectiveness of the program. Direct input from Personnel Services staff, management representatives, committee members, and in certain limited ways, the incumbent population itself will:

- provide specialized knowledge and insight about the University;
- ensure that management and A/V staff are appropriately apprised of the objectives, methods and key output associated with the study;
- provide for effective involvement, utilization and training of the University's key Personnel Services professionals;
- ensure the development of "in-house" capability to administer and maintain the program after the engagement is completed.

The detailed work plan which we propose to use in conducting this engagement consists of four major phases:

PHASE I -- Project Planning
PHASE II -- Job Analysis, Evaluation and Description
PHASE III -- Program Development
PHASE IV -- Program Implementation

Findings from each phase will be utilized in planning and conducting subsequent phases.

Based on our previous experience in higher education environments, we have generally found that day-to-day project coordination is best handled by the Personnel Department. However, for purposes of providing input in the job evaluation and policy review process we recommend that the University form
a body - often referred to as the Project Steering Committee (PSC) - which would be comprised of the Chief Personnel official and a cross section of 6 - 9 representatives from the University's administrative/professional population. Based on our initial discussions with the University we believe that the current Executive Committee of the A/P Council might be an ideal group to utilize as the PSC.

The following section describes our proposed work plan. For each activity developed in the plan, we have indicated when assistance and/or review from the University will be required.

It should be noted that in the development of our work plan, we have endeavored to communicate with and meaningfully involve all levels of the University community. In our opinion, such communication and involvement are critical to the ultimate success of compensation programs in a higher education environment.
PHASE I -- PROJECT PLANNING

Task 1 -- General Planning and Organization
During this initial stage of work, we will develop a sound basis for project design and execution. We will communicate with incumbents about the program, establish a clear understanding of the current program's strengths and weaknesses and set certain project management controls in place.

Our experience indicates that, with an informative and well-designed communications announcement, projects of this type are better received by employees, and therefore result in a higher level of client satisfaction. Accordingly, we will initiate efforts at the beginning of the project to inform all A/P incumbents covered under this study by developing a written employee communication regarding the project objectives, methods and expected outcomes. We will also develop an interim communication for inclusion in a newsletter or as a memo from senior management to inform employees of study progress about midway through the project.

In order to ensure our understanding of the existing program and expedite the development of the new program, we will review the current classification system, organizational charts, job descriptions, pay schedules, personnel policies and procedures, and communication materials in advance of our first meeting with the University. During our first on-site meeting with the University (presumably Personnel and the PSC), we will establish a formal system of project accountability to govern the engagement. We will confirm the scope and objectives for the engagement and assist the University in selecting an Internal Project Director (assumed to be either the Executive Director of Personnel Services or his designee) to oversee the work.

We will also initiate discussion of the appropriate definitions of comparison markets for establishing the University's competitive labor market position. Finally, we will prepare a listing of data required for a magnetic tape or diskette transfer of incumbent data to be used in developing the program. This information will include, but not necessarily be limited to: incumbent name, social security number, job title, job code, current pay, hours worked per week, job date, division and department.

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<thead>
<tr>
<th>Step</th>
<th>Activity</th>
<th>Responsibility</th>
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</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Review in detail the current program, including the organizational charts, compensation program documents, pay schedules, policy materials and communication documents</td>
<td>Mercer</td>
</tr>
<tr>
<td>Step</td>
<td>Activity</td>
<td>Responsibility</td>
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<tr>
<td>1.2</td>
<td>Prepare written communication to A/P staff</td>
<td>Mercer with University review</td>
</tr>
<tr>
<td>1.3</td>
<td>Print and distribute communication to A/P staff</td>
<td>University</td>
</tr>
<tr>
<td>1.4</td>
<td>Assign an Internal Project Director to coordinate project activities and approve key project output</td>
<td>University with Mercer counsel</td>
</tr>
<tr>
<td>1.5</td>
<td>Clarify and finalize objectives, responsibilities and scope of work</td>
<td>Mercer and University</td>
</tr>
<tr>
<td>1.6</td>
<td>Review and formalize project timeframes</td>
<td>Mercer and University</td>
</tr>
<tr>
<td>1.7</td>
<td>Determine composition of committee to handle job evaluation process</td>
<td>University with Mercer counsel</td>
</tr>
<tr>
<td>1.8</td>
<td>Discuss comparative markets for defining the University's competitive position with respect to A/P pay</td>
<td>University and Mercer</td>
</tr>
<tr>
<td>1.9</td>
<td>Transfer incumbent pay and University status data to Mercer's computing facilities for analysis purposes</td>
<td>University</td>
</tr>
</tbody>
</table>

**Task 2 -- Job Evaluation and Analysis Design**

As part of the preliminary planning discussions with the University, we will work during this stage to develop the methodology and instruments for the qualitative job analysis and evaluation process. Mercer will develop a job evaluation plan (JEP) and will prepare an initial discussion draft of job evaluation factors reflecting key higher education issues in valuing jobs based on preliminary discussions with the Executive Director of Personnel Services. Mercer will review this draft with the PSC, adding, deleting and modifying content to encompass value dimensions which are significant for Bowling Green State. In conjunction with the development of the job evaluation plan, Mercer will also prepare a first draft job analysis questionnaire (JAQ) covering duties, responsibilities and compensable factors required by the job evaluation plan.

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<th>Step</th>
<th>Activity</th>
<th>Responsibility</th>
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<tbody>
<tr>
<td>2.1</td>
<td>Develop preliminary job evaluation plan (JEP)</td>
<td>Mercer</td>
</tr>
<tr>
<td>2.2</td>
<td>Review factor content and definitions with regard to the University's organizational structure, operating environment and employee population, and revise accordingly</td>
<td>Mercer and PSC</td>
</tr>
<tr>
<td>2.3</td>
<td>Develop draft job analysis questionnaire (JAQ)</td>
<td>Mercer</td>
</tr>
<tr>
<td>Step</td>
<td>Activity</td>
<td>Responsibility</td>
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<td>------</td>
<td>--------------------------------------------------------------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>2.4</td>
<td>Review instrument format and language relative to University's organizational structure, operating environment and employee population, and revise accordingly</td>
<td>Mercer and PSC</td>
</tr>
<tr>
<td>2.5</td>
<td>Incorporate changes, where appropriate, and finalize JEP and JAQ</td>
<td>Mercer</td>
</tr>
</tbody>
</table>
**PHASE II -- JOB ANALYSIS, EVALUATION AND DESCRIPTION**

**Task 3 -- Administration of the Job Analysis Questionnaire (JAQ)**

One of the most important elements in job evaluation is the specification of job content. In order to meet job content data needs, Mercer will ask A/P staff to complete the JAQ developed during Task 2, including a review and update of their current duties and responsibilities. During a subsequent on-site visit, Mercer will meet with the University's A/P personnel to provide them with a basic overview of the project and instruct them in completing the JAQ by way of conducting the first two general employee forums. These forums will cover the procedural steps in completing the JAQ as well as address the typical questions that normally arise from an activity of this type. Mercer will ask designated Personnel Services staff to conduct the remaining sessions. The Personnel Services staff will be provided a presentation layout and given guidance in conducting the sessions and in handling procedural questions.

Following completion by incumbents, immediate supervisors will be asked to review completed JAQs for thoroughness and accuracy. A secondary review will then be conducted by the next level of management. Both levels of management will be asked to provide appropriate clarifying comments. For those incumbents who have difficulty in describing their jobs but who wish to complete their own JAQs, supervisors would provide assistance where appropriate.

We will ask the University's Personnel staff to assume responsibility for the collection, organization and review of questionnaires as they are received, as well as initial scanning for completeness of the data. The JAQs will then be sorted and grouped according to division and within division by department and reviewed in accordance with the steps presented under Task 4.

<table>
<thead>
<tr>
<th>Step</th>
<th>Activity</th>
<th>Responsibility</th>
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</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Print Job Analysis Questionnaire</td>
<td>University</td>
</tr>
<tr>
<td>3.2</td>
<td>Prepare project overview and JAQ training presentation</td>
<td>Mercer</td>
</tr>
<tr>
<td>3.3</td>
<td>Conduct first two employee sessions</td>
<td>Mercer</td>
</tr>
<tr>
<td>3.4</td>
<td>Provide guidance to Personnel Services staff in coordinating and handling remaining sessions</td>
<td>Mercer</td>
</tr>
<tr>
<td>3.5</td>
<td>Conduct remaining employee sessions</td>
<td>University Personnel</td>
</tr>
<tr>
<td>3.6</td>
<td>Complete questionnaires</td>
<td>University A/P incumbents</td>
</tr>
</tbody>
</table>
### Task 4 -- Titling Review and Preliminary Incumbent Slotting

Although the University has not specifically expressed concern relative to the accuracy and consistency of the titling structure, Mercer recognizes the importance of reviewing existing jobs early in the project to ensure that the titles are describing job content as accurately as possible and that positions are slotted under the appropriate title. To address this issue, Mercer will train the University's personnel staff in titling review, taxonomy coding, and incumbent slotting. Personnel staff will then review each JAQ for purposes of assessing the appropriateness of title and classification. Preliminary revisions will be made by University staff including the creation of new titles, where appropriate, to establish consistency and accuracy throughout the A/P job hierarchy.

As part of this task, Personnel staff will also examine the slotting of employees assigned to the same title. Specifically each JAO under the same title will be examined and slotting changes made in those cases where the duties and responsibilities are significantly different from that of other JAQs that were found to be typical for the classification. Following this, a job code will be recorded on each JAO. These codes will be developed from a coding taxonomy that identifies a unique code for each job relating to its occupational category and division.

<table>
<thead>
<tr>
<th>Step</th>
<th>Activity</th>
<th>Responsibility</th>
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</thead>
<tbody>
<tr>
<td>2.7</td>
<td>Conduct primary review of questionnaires and provide clarifying comments</td>
<td>University supervisors</td>
</tr>
<tr>
<td>3.8</td>
<td>Conduct secondary review of questionnaires and provide clarifying comments</td>
<td>University second-level management</td>
</tr>
<tr>
<td>3.9</td>
<td>Review returned and approved questionnaires for completeness and follow-up as necessary</td>
<td>University Personnel</td>
</tr>
<tr>
<td>3.10</td>
<td>Sort and group questionnaires by division and department and forward to Mercer</td>
<td>University Personnel</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Step</th>
<th>Activity</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Train Personnel staff in titling review, taxonomy coding, and incumbent slotting</td>
<td>Mercer</td>
</tr>
<tr>
<td>4.2</td>
<td>Review JAQs for purposes of assessing titling appropriateness, and make preliminary changes as necessary</td>
<td>University</td>
</tr>
<tr>
<td>4.3</td>
<td>Examine multiple incumbent jobs for preliminary incumbent slotting and make revisions as needed</td>
<td>University</td>
</tr>
<tr>
<td>4.4</td>
<td>Develop coding taxonomy and assign job codes to titles</td>
<td>University</td>
</tr>
</tbody>
</table>
**Task 5 -- Preliminary Compensable Factor Ratings**

Mercer will train Personnel staff in use of the job evaluation plan based on Mercer’s trial evaluation of approximately 25-30 benchmarks. Personnel staff will conduct first-pass evaluations of each title using the benchmarks evaluated by Mercer as a framework and a comparative guide. This process will entail a review of the JAQs assigned under the title relative to the data provided by employees. Duties, responsibilities and factor information will be carefully examined to determine the ratings for each job. During this task, Mercer will train Personnel staff to review the relationships between jobs, especially those within a job family and career ladder series to ensure that consistency and equity is achieved across the hierarchy for all A/P jobs affected by this study.

<table>
<thead>
<tr>
<th>Step</th>
<th>Activity</th>
<th>Responsibility</th>
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</thead>
<tbody>
<tr>
<td>5.1</td>
<td>Conduct trial evaluations on approximately 25-30 benchmarks</td>
<td>Mercer</td>
</tr>
<tr>
<td>5.2</td>
<td>Training Personnel staff in job evaluation</td>
<td>Mercer</td>
</tr>
<tr>
<td>5.3</td>
<td>Review JAQs and conduct preliminary evaluations on each job title</td>
<td>Personnel staff</td>
</tr>
<tr>
<td>5.4</td>
<td>Review and compare ratings between jobs to ensure consistency and equity across the hierarchy</td>
<td>Personnel staff</td>
</tr>
<tr>
<td>5.5</td>
<td>Keystroke data</td>
<td>Personnel staff with Mercer counsel</td>
</tr>
</tbody>
</table>

**Task 6 -- Job Description Development**

It is assumed the University would like to develop new job descriptions as part of the project. Mercer will therefore prepare a manual and associated training session for the Personnel Services staff covering instructions on the proper layout, style and components to be included. The manual will incorporate specific guidelines and illustrations relative to preparing job descriptions. The manual will also include guidance and direction relative to the Americans with Disabilities Act, with special focus on the identification of essential and non-essential functions. The manual will enable the Personnel Services staff to prepare preliminary first drafts from information contained in the questionnaires. Mercer will conduct a sample review on 40-50 of the titles to provide feedback and editorial comments. As a secondary check, Mercer recommends that the drafts of single incumbent and department-specific job descriptions be circulated to supervisors for their review and input. Final job descriptions will be prepared by the University’s Personnel Services staff incorporating the input from supervisors, where applicable, and from Mercer based on our reviews outlined above.
As an alternative to Personnel staff preparing the job descriptions, Mercer can subcontract the work to a professional experienced in developing job descriptions at a very economical cost to the University. Mercer would, of course, oversee the contracted work by way of performing general review and checking, and ensuring that the agreed-upon format and specified content is followed.

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<tr>
<th>Step</th>
<th>Activity</th>
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<tbody>
<tr>
<td>6.1</td>
<td>Develop job description manual and format</td>
<td>Mercer</td>
</tr>
<tr>
<td>6.2</td>
<td>Train Personnel Services staff in job description writing, including reference to ADA</td>
<td>Mercer</td>
</tr>
<tr>
<td>6.3</td>
<td>Generate draft job descriptions using JAQ data and existing job descriptions, if available</td>
<td>University Personnel</td>
</tr>
<tr>
<td>6.4</td>
<td>Review and edit sample of 40-50 job descriptions</td>
<td>Mercer</td>
</tr>
<tr>
<td>6.5</td>
<td>Conduct review and provide clarifying comments on single incumbent and department specific job descriptions</td>
<td>University supervisors</td>
</tr>
<tr>
<td>6.6</td>
<td>Prepare final job descriptions</td>
<td>University Personnel</td>
</tr>
</tbody>
</table>

**Task 7 -- Market Analysis**

In the course of completing this task, a computer file for establishing the University's market position will be compiled. Data for this analysis will be developed from the survey data from Mercer's library as well as information compiled from the University's resources. Mercer will work with the University to define the appropriate labor market and benchmark positions, both of which are critical to establishing the University's competitive position. Typically, for exempt positions that are not University-specific, market data will focus on pay being paid within the regional area as well as the pay being paid at other universities. However for university-specific positions, market data will be compiled exclusively from within the higher education industry and will be targeted toward those institutions that are comparable in size and structure to Bowling Green State.

Following market definition, Mercer will train appropriate University staff in market analysis including both PSC members as well as Personnel staff. We recommend the University analyze and price approximately 60 - 70 external benchmark titles. These titles will be selected with Mercer's input so as to be broadly representative of the major occupational families and divisions of the University. The University's competitive position will be computed for both individual job titles and on an overall basis by Mercer. Data from this analysis will also be used by Mercer in the statistical model building process described under Task 8.
<table>
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<th>Step</th>
<th>Activity</th>
<th>Responsibility</th>
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<tbody>
<tr>
<td>7.1</td>
<td>Define competitive/comparison market</td>
<td>Mercer and University</td>
</tr>
<tr>
<td>7.2</td>
<td>Select 60 - 70 external benchmark titles for market pricing</td>
<td>Mercer and University</td>
</tr>
<tr>
<td>7.3</td>
<td>Supplement appropriate market data from Mercer's compensation library with that from the University</td>
<td>Mercer</td>
</tr>
<tr>
<td>7.4</td>
<td>Train Personnel staff and PSC members in market pricing and analysis</td>
<td>Mercer</td>
</tr>
<tr>
<td>7.5</td>
<td>Review market data and price jobs</td>
<td>University</td>
</tr>
<tr>
<td>7.6</td>
<td>Develop a computer file of market data based on findings of Step 7.6</td>
<td>Mercer</td>
</tr>
<tr>
<td>7.7</td>
<td>Conduct analysis of the University's A/P competitive position relative to going rates in the market</td>
<td>Mercer</td>
</tr>
</tbody>
</table>
PHASE III – PROGRAM DEVELOPMENT

Task 8 -- Statistical Modeling

Upon completion of initial benchmark job evaluation ratings and market analysis, it is necessary to reconcile the two sets of data into a cohesive evaluation point-to-compensation value structure, i.e., a system to move from factor ratings to protected compensation value. Mercer will achieve this by using a mathematical process called regression modeling. The market salary data will be regressed against the job ratings from the evaluation process to determine how much compensation value is associated with each level of each factor in the marketplace. The product of the processes will be a valid, reliable, and equitable point factor model for positioning all of the jobs into a compensation hierarchy based on how the market values the compensable factors in the job evaluation plan.

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<tr>
<th>Step</th>
<th>Activity</th>
<th>Responsibility</th>
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<tbody>
<tr>
<td>8.1</td>
<td>Regress the evaluation ratings against market data to determine factor weights</td>
<td>Mercer</td>
</tr>
<tr>
<td>8.2</td>
<td>Create a compensation hierarchy from the regression weights and evaluation ratings</td>
<td>Mercer</td>
</tr>
</tbody>
</table>

Task 9 -- Development of Pay Grades and Ranges

Having developed a point-to-compensation value model, we will next structure a system of pay grades within which individual positions can be classified. The grade structure -- midpoint distances and range spreads -- will be established after consideration of the University's position on market competitiveness, need for flexibility, job value differentiation and cost control.

<table>
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<tr>
<th>Step</th>
<th>Activity</th>
<th>Responsibility</th>
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<tbody>
<tr>
<td>9.1</td>
<td>Consult with the University on needs in design of the grade structure</td>
<td>Mercer</td>
</tr>
<tr>
<td>9.2</td>
<td>Design draft grade structure and pay schedule</td>
<td>Mercer with counsel from the University</td>
</tr>
</tbody>
</table>

Task 10 -- Job Evaluation Review

During this stage we will meet with the PSC to review the preliminary ratings of the jobs and their proposed placement in the grade structure developed in the preceding task. So that the PSC is in a position to critically assess the ratings and understand how the job evaluation plan was applied,
Mercer will train the Committee on the ratings methodology for job evaluation. Training will cover job data, factor composition, level selection and sources of bias.

Mercer will provide printouts of the jobs organized by job division and proposed grade. Each evaluation printout will include the job's preliminary rating on each of the factors in the plan and the total points for the job. The JAQs will be made available to the PSC to review, as necessary, for purposes of assessing the appropriateness of the preliminary ratings. Based on these reviews, the PSC will make refinements in the ratings in accordance with their understanding of the jobs.

In conjunction with this review, the PSC will be asked to review the individual JAQs for purposes of checking their slotting under the title. With the evaluations having been completed, the PSC will have developed a good understanding of each job. Although preliminary slotting determinations will have been made during Task 4, certain assumptions or changes in the definition of a job may have resulted, thereby necessitating the need for a re-examination.

Having fine-tuned the ratings and equitably placed the jobs in the structure, we would propose that managers and supervisors review the slottings of incumbents and the grade assignments in aggregate. We anticipate educating and informing management on the analysis and evaluation process by way of written and oral communication. We would then solicit on a standard input document any grade assignments proposed for modification. The PSC will then review the jobs proposed for change and make revisions, where appropriate.

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<th>Step</th>
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<th>Responsibility</th>
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<tbody>
<tr>
<td>10.1</td>
<td>Train committee on ratings methodology</td>
<td>Mercer</td>
</tr>
<tr>
<td>10.2</td>
<td>Review printouts of jobs in proposed grades</td>
<td>PSC and Mercer</td>
</tr>
<tr>
<td>10.3</td>
<td>Identify jobs that may appear questionable in terms of their grade placement</td>
<td>PSC</td>
</tr>
<tr>
<td>10.4</td>
<td>Review actual ratings of jobs relative to information contained in JAQs</td>
<td>PSC with Mercer counsel</td>
</tr>
<tr>
<td>10.5</td>
<td>Revise ratings, where appropriate, in line with above</td>
<td>PSC with Mercer counsel</td>
</tr>
<tr>
<td>10.6</td>
<td>Examine JAQs for incumbent slotting into job title</td>
<td>PSC with Mercer counsel</td>
</tr>
<tr>
<td>10.7</td>
<td>Identify and assign incumbents under correct title</td>
<td>PSC with Mercer counsel</td>
</tr>
<tr>
<td>10.8</td>
<td>Deliver communication on job analysis and evaluation process for supervisors and managers</td>
<td>Mercer</td>
</tr>
</tbody>
</table>
Task 11 – Review and Refinement of Policies and Procedures

In the course of this task, the basis for on-going program administration will be developed. In conjunction with one of our on-site visits during the job evaluation phase, we will meet with the PSC to review these alternatives and assist them in evaluating the relative advantages and disadvantages of each. The review process will include an examination of alternative pay policies and procedures such as they apply to promotions, pay reclassifications, pay at or above range maximum and hiring rates. Drafting of revisions in the policies and procedures manual will be handled by the Personnel staff with review by the PSC.
PHASE IV - PROGRAM IMPLEMENTATION

Task 12 - Impact Analysis

The implementation of any change in a salary program requires careful planning and analysis. Decisions made at this point will affect the University in two important ways. First, there is the obvious financial impact of total compensation costs on the organization's budget. Second, the selection of the implementation model -- target percentage increase, moving incumbents to minimums, time in grade adjustments, holding maximums, etc. -- will significantly affect individual employees and their departments.

During this task, we will consider possible implementation strategies in light of the University's resources and compensation philosophy. Mercer will develop up to six (6) different implementation models and review these with the University administration. In addition, we will provide printouts indicating staff placement in grades and ranges, those individuals below minimum and above maximum and any equity adjustments required.

<table>
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<tr>
<th>Step</th>
<th>Activity</th>
<th>Responsibility</th>
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<tbody>
<tr>
<td>12.1</td>
<td>Review organizational philosophy and fiscal considerations in light of various implementation models</td>
<td>Mercer</td>
</tr>
<tr>
<td>12.2</td>
<td>Conduct trial modeling of implementation strategy</td>
<td>Mercer</td>
</tr>
<tr>
<td>12.3</td>
<td>Review model for fit to the University's needs and resources</td>
<td>Mercer and University administration</td>
</tr>
<tr>
<td>12.4</td>
<td>Develop preliminary impact cost projections</td>
<td>Mercer</td>
</tr>
<tr>
<td>12.5</td>
<td>Prepare final impact analysis for program implementation, if revisions are required</td>
<td>Mercer</td>
</tr>
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</table>

Task 13 - Program Communication to A/P Staff

For the new system to be effective, it is important that all University incumbents covered by the study understand the basics of the program. In response to this need, Mercer will develop a presentation (approximately 75-90 minutes in length) covering the program's rationale and design, and the key policies and procedures affecting A/P staff. Mercer will conduct up to three staff forums to explain the new system in detail, with the balance of the sessions being handled by the University's Personnel Services staff. With regard to the specific communication of individual incumbent actions,
Mercer will supply the University with a listing of incumbent status reflecting current compensation, new range, position in range and any necessary adjustments for dissemination and discussion by supervisors.

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<tr>
<th>Step</th>
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<th>Responsibility</th>
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<tbody>
<tr>
<td>13.1</td>
<td>Discuss communications needs and strategies</td>
<td>Mercer and University</td>
</tr>
<tr>
<td>13.2</td>
<td>Develop communications materials</td>
<td>Mercer</td>
</tr>
<tr>
<td>13.3</td>
<td>Communicate program rationale, design and outcomes to staff</td>
<td>Mercer and University Personnel</td>
</tr>
</tbody>
</table>

**Task 14— Appeals Process**

As part of the evaluation process, Mercer will develop procedures and forms permitting incumbents to solicit a review of their grade or job title assignment. These will be reviewed for final approval with the PSC. It is assumed the PSC and/or an alternative Appeals Committee will handle the appeals with Mercer providing general counsel during the process on problem situations.

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<tr>
<th>Step</th>
<th>Activity</th>
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<tbody>
<tr>
<td>14.1</td>
<td>Develop the sequence and process for appeals and review with PSC</td>
<td>Mercer</td>
</tr>
<tr>
<td>14.2</td>
<td>Develop form for use in the appeals process</td>
<td>Mercer</td>
</tr>
<tr>
<td>14.3</td>
<td>Review incumbent appeals and make job grade assignment or incumbent slotting decision</td>
<td>PSC or alternative Appeals Committee with Mercer counsel</td>
</tr>
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</table>

**Task 15 -- Final Report**

Following completion of the study, work papers and other documentation required for effective maintenance of the new compensation program will be made available to the University in an indexed documentation manual. The manual will provide detailed records of the project, including objectives, procedural steps, output and instructions for on-going management. The information in the manual will provide explanations of the system to ensure the University's self-sufficiency in governing the program.
<table>
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<tr>
<th>Step</th>
<th>Activity</th>
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<tbody>
<tr>
<td>15.1</td>
<td>Prepare and assemble work documentation, including job analysis materials, factor ratings, job evaluation plan documents, revised policies and procedures, pay grades and ranges, and implementation analyses</td>
<td>Mercer</td>
</tr>
<tr>
<td>15.2</td>
<td>Prepare final report and documentation manual</td>
<td>Mercer</td>
</tr>
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</table>
E. WORK SCHEDULE

Timing
We are prepared to begin the engagement within 8 - 10 days of receiving your notification to proceed. Typically, for a project of this size, we would expect the entire process to be completed within a 10 - 11 month period. If your time frame for completion is shorter than this period, we will have no difficulty in complying with it.

A project control chart is included on the following page which depicts the time we have estimated in completing each activity.
BOWLING GREEN STATE UNIVERSITY
COMPENSATION AND CLASSIFICATION PROGRAM
PROJECT CONTROL CHART

Phase I - Project Planning
Task 1 - General Planning & Organization
Task 2 - Job Evaluation & Analysis Design

Phase II - Job Analysis, Eval & Description
Task 3 - Administration of JAQ
Task 4 - Timing Rev & Prelim Incumbent Slotting
Task 5 - Preliminary Compensable Factor Ratings
Task 6 - Job Description Development
Task 7 - Market Pricing & Analysis

Phase III - Program Development
Task 8 - Statistical Modeling
Task 9 - Development of Pay Grades & Ranges
Task 10 - Job Evaluation Review
Task 11 - Rev & Refine of Policies & Procedures

Phase IV - Program Implementation
Task 12 - Impact Analysis
Task 13 - Program Communication to A/P Staff
Task 14 - Appeals Process
Task 15 - Final Report

Time in Months
F. PROJECT FEES AND EXPENSES

Project Fees and Expenses

As with all Mercer professional services, our fees for consulting assistance are based upon the standard hourly rates of the consultants assigned to the project. Based on our previous experience with similar engagements, we have calculated professional fees for this project to be $63,900 - $69,900.

Direct expenses including travel, computer utilization, file management/keypunching, etc., are billed on a pass-through basis and have been estimated to be about 10 - 12% of professional fees.

Mercer will not exceed the maximum quoted on fees and expenses unless Bowling Green State University changes the scope of the project. Fees will be billed monthly on completion of the various steps, task and phases of the project.
G. ABOUT MERCER

William M. Mercer, Incorporated, is the leading benefit and compensation consulting firm in the United States, with 4,000 employees and offices in nearly 50 cities. Corporate headquarters are located in New York City. Worldwide, the Mercer organization has more than 7,000 employees and offices in over 95 cities. Within the Louisville and Columbus offices, we have particular expertise in higher education environments. We have served numerous clients within the college and university sector as well as not-for-profit organizations and other public sector entities. We realize the environment and structure of a university is unique and requires thorough knowledge, familiarity and understanding in order to design and install an effective and workable compensation system. Mercer has this type of knowledge and experience as is indicated by our client references.

The Mercer Advantage

Increasingly, employers realize that compensation programs are key to improving employee productivity and motivating their workforce -- which, in turn, increases profitability and helps ensure the success of their organization. By combining the right technical tools and capabilities, Mercer consultants can assist you in identifying and achieving your compensation management objectives in two important ways:

- The first is technical -- knowledge of trends and techniques in compensation programs, up-to-date information on the competitive compensation market, understanding of complex regulatory requirements and awareness of the financial consequences of compensation decisions.

Our compensation consultants have expertise in every aspect of compensation planning, design and administration. Moreover, we can put our sophisticated research facilities and proprietary software and systems to work for you.

- The second is practical -- pragmatic experience in the realities of business and employee relations. Our consultants have worked with organizations of all sizes in a variety of industries. We know how people react to various kinds of pay arrangements. We know that while certain approaches seem to be intriguing at first glance, they may be difficult to implement, communicate and maintain. In the final analysis, what matters is not what works for your competitors, but what will work for you.

Off-the-shelf approaches to compensation management never achieve the best results. Before
Mercer designs a compensation program. Our consultants analyze an organization's mission and culture, competitive environment and financial position -- and study its people. Mercer consultants make sure compensation programs meet the needs of the organization sponsoring them.

Choosing Mercer
Why should you select Mercer? Organizations choose us as their compensation consultants because of our commitment to:

- **Listening.** Listening is the foundation of problem solving. Through listening we gain an understanding that can result in the most effective solutions for your organization.

- **Innovation.** Innovation is an essential response to a changing business world. Mercer consultants provide you with innovative solutions that are practical, efficient and cost-effective. Our innovative approach to your compensation challenges can help give you a competitive edge.

- **Technology.** By using technology effectively you can better manage your resources and compete more successfully. Mercer's commitment to technology allows us to respond to your compensation challenges in a changing environment. We will put technology to work for you.

- **Expertise.** Our consulting expertise comes from hiring the best people, academic training, professional development and technical support. It's also based on our experience, partnership and pride. This expertise is backed by Mercer's national group of professionals who provide legal, technological and information support to our consultants. We involve the best resources to meet your compensation needs.

- **Partnership.** Partnership is the relationship we seek with our clients. This takes two forms at Mercer. It means working together as a team to achieve common goals. The partnership spirit also pervades Mercer, displaying itself in the high level of our networking, sharing and teamwork. We know partnership improves the work we do and your satisfaction with our consulting.

- **Excellence.** Mercer focuses on two components of excellence: consulting quality and service quality. Consulting quality is the essence of our compensation work -- ensuring your problems are correctly diagnosed and practical recommendations are developed. Service quality is the experience surrounding the delivery of our consulting. It's timeliness. It's relationship. It's exceeding your expectations. Consulting quality combined with service quality achieves the excellence you demand.
MEMORANDUM

TO: Greg Jordan
Chair, Administrative Staff Council

FROM: Walt Montenegro
Personnel Services

SUBJECT: Administrative Staff Market Adjustment Procedures

Administrative Council has developed the attached procedures for handling requests for market adjustment from administrative staff members. Please review the procedures and provide any comment deemed necessary or constructive. It is envisioned that the final edition of the procedure will be disseminated to all administrative staff immediately and subsequently placed in the administrative staff handbook.

Please contact me if there are any questions regarding this.

WGM lg

Attachment
xc: John C. Moore
PROPOSED ADMINISTRATIVE STAFF MARKET ADJUSTMENT PROCEDURES

1. Market adjustment activities for administrative staff may be conducted annually in accordance with the following time table:

   a. Request for market adjustment surveys will be accepted annually through December 31.

   b. Survey data will be collected and disseminated to employees and their respective vice presidents during the months of January and February of the following year.

   c. Administrative Council will review requests for market adjustments, including determination of whether funds are available, during the Spring. Administrative staff market adjustment which are approved will be effective on July 1.

2. Requests for market adjustment surveys after December 31 will be included in the next round of activities. An administrative staff member requesting a market adjustment survey on January 1 or later will be included with the group whose end date is the following December 31.
MEMORANDUM

September 13, 1993

TO: John Moore, Executive Director
    Personnel Services

FROM: Greg Jordan, Chair
      Administrative Staff Council

RE: Vacation Policy and Mercer Report

I would like to clarify, as I did at the ASC meeting, the policy regarding accumulated vacation time for administrative staff. As indicated in the Administrative Staff Handbook, page 92 (vacation policy), it states "A staff member's vacation balance cannot exceed 352 hours at the end of each fiscal year." Therefore, I am to assume that there will be an adjustment only once a year (July 1) for any administrative staff members who has a balance over 352. The article in the September 13 Monitor could be misunderstood as to when that adjustment takes place. On behalf of the Administrative Staff Council, I am asking you to have a correction made in the Monitor.

Thank you for your September 7 memo regarding the Mercer Report. While the ASC Executive Committee is on record to supporting this concept, I would like to see if any progress has been made regarding the five recommendations made to the Administrative Council in our May 19 memo, which you received a copy. This entire project is a very complex and sensitive topic. I hope that, before any contracts are signed, there will be an opportunity for discussion and agreement upon the various roles your staff and administrative staff will play, as well as a clear indication regarding the implementation of the report.

Thank you for your attention in these matters.

pc: ASC Executive Committee

Greg, Done!!

John
ADMINISTRATIVE STAFF COUNCIL
EXECUTIVE COMMITTEE AGENDA
TUESDAY, SEPTEMBER 14, 1993

I. Review of Fall Reception - St. Ives -

II. Implementation of Goals for 1993-94

III. October Meeting - President Olscamp will attend

IV. Fill out committee representative
   a. Insurance Committee rep for PWC
   b. Performance Evaluation Review Committee
   c. Legal Services -

V. Discussion of "associated benefits"

VI. Good of the Order

Memo: John More on vacation policy - adjusted in July - not ongoing

Next step: Budget for committee: proposed budget

Rod Rider - Training Committee
ADMINISTRATIVE STAFF COUNCIL
1993-94 GOALS

GOALS CONTINUED FROM 1992-93

1. Establish child/dependent care as a high institutional priority. Work with all other constituent groups to develop a realistic proposal to be forwarded to the Administrative Council.

2. Secure an overall salary and benefit package that ranks BGSU's administrative staff in the number four position, or higher, statewide among public universities. Continue to address the issue of salary inequities base and gender. Work to develop an adequate market adjustment pool for Administrative Staff.

3. Due to numerous vacancies not filled, continue to address the issue of excessive workloads for administrative staff, as well as the consistent application of policies and procedures across Vice-Presidential areas.

4. Appoint an ad hoc committee to study and develop an appropriate philosophy and procedures for succession planning.

5. Seek additional operational budget funding for basic services provided by ASC.

6. Seek additional professional development funds in order to assist administrative staff to have the ability to participate in worthwhile professional development opportunities.

NEW FOR 1993-94

1. Conduct a fund-raising effort in order to increase the corpus of the Administrative Staff Scholarship to $35,000.

2. Assist Personnel Services and an outside consultant in the design and implementation of a compensation and job classification study.

3. Participate in a state wide network of administrative staff from other universities.

4. Review the status of the three ad hoc committees currently operating within ASC.

5. Review and forward recommendations regarding ASC representation on the financial exigency committee.

6. Discuss, develop recommendations and procedures for a grievance procedure for non-renewal of contract.
Recommend and encourage that appropriate committees and departments inform employees about the changes in the university health care system.

8. Develop clear procedures within ASC regarding the development, approval and forwarding process of policies and recommendations.

9. Encourage and increase participation and communication among all administrative staff and the ASC.

10. Review and make recommendations on distribution of salary pool dollars via the merit system. Factors in this process include the combination of the past three fiscal years without any merit consideration with the current fiscal year.

11. Develop policies and procedures which would foster opportunities for internal promotion of administrative staff.

Approved by ASC: 9-2-93
MEMORANDUM

October 20, 1993

TO: ASC Executive Committee
FROM: Greg Jordan
RE: Next Meeting on October 26

FYI--John Moore will be joining us for lunch at our meeting next week. Please be thinking of questions and issues we would like to raise with him in addition to the ones we discussed at our last meeting.

Also, any objections to meeting at Founders at our November 9 meeting? We can get a private dining room or just get one big table. The food at Founders Keepers is great! It might be a good idea to get out once. Let me know what you think.

See you Tuesday!!
I. Mercer Report
II. Child Care Committee
III. Ferrari Award
IV. Legal Service Committee Representative
V. October ASC meeting
VI. Board of Trustees Meeting

Health Care Seminar

O Be/Bob
O RFD
O Jill Clark
O Ruby
ADMINISTRATIVE STAFF COUNCIL
EXECUTIVE COMMITTEE AGENDA

TUESDAY, NOVEMBER 23, 1993

I. Child Care Survey Results
II. Winter Reception
III. Health Care Enrollment Form
IV. December Meeting
V. 93-94 Goals--Update
VI. Good of the Order

- TRAINING COMMITTEE -
- Pat Butler -
ADMINISTRATIVE STAFF COUNCIL
EXECUTIVE COMMITTEE AGENDA
TUESDAY, DECEMBER 14, 1993

I. Handbook Changes--Jan. 7 deadline

II. Parking Appeals Committee Rep--Martin Memo

III. Winter Reception Decision

IV. Health Care Goal Setting--Tommorrow and Thursday 9-3:30
   @ College Park Office Building

V. Severe Weather Policy--Kreienkamp Memo

VI. Promotion/Advancement Policy--Draft Memo

VII. Replacement for Cindy Colvin

VIII. Next ASC meeting--January 6
      Winter Reception--January 7
      Next Exec. Meeting--January 11