

10-1992

Long Range Planning Workshop 1992

Bowling Green State University. Administrative Staff Council

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Pre-Microfilm Inventory

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Administrative Staff Council, UA-022

Location: Bowling Green, Ohio

Title of Series: Long Range Planning Workshop

Inclusive Dates: 1992

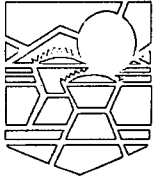
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Notes

1. Pencil
2. Photocopies

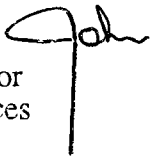


Bowling Green State University

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MEMORANDUM

TO: Ann Bowers
Chair, Administrative Staff Council
Center for Archival Collections

FROM: John C. Moore 
Executive Director
Personnel Services

DATE: 10/13/92

The more I think about doing the strategic planning for the Administrative Staff Council, the more excited I become. I think it is a fantastic time to start looking at the future of the Administrative Staff Council as it gets ready to celebrate its 10th anniversary. I would like to lay out some ideas I have in the direction the strategic planning session can go. You, in turn, can talk to your executive committee and let me know if this concept fits. First of all, the time, in order to do a good strategic planning session, we will need a minimum of at least 5 hours. I would like to start at 3:00 in the afternoon and run until 8:00, with the working dinner included. It would be a fantastic idea if the officers of the first Administrative Staff Council could be present and for the first 30 minutes talk about why ASC started and their visions for the future, looking at it from ten years back. Then you as Chair can give an outline of what we hope to take place over the next five hours. I will start off by talking about 1) defining strategic planning, 2) revisiting the old visions of the past and 3) how they can become a reality of the future. Then, we could formulate long term goals, finalize and rank long term goals, revisit the mission statement, develop short term objectives and then the steps to implement the strategic plan.

There is also an exercise that I would like the administrative staff council to go through and that is for them to take a look at how they see the administrative staff council, whether it is developing, whether it is serving the needs of its constituents.

The make up of this group is very important, I am hoping that members of the executive committee, past chairs, new members who have only been on board less than two years and chairmen of the different committees would make up this group.

In the next three weeks I will be doing two strategic planning sessions for two other organizations outside of the university. That means when we do yours in November I would have worked the bugs out of what I know will be an exciting evening. Looking forward to sitting down with you and putting the agenda together, setting the date, and making certain that we invite those individuals who will have an impact on the outcome of our planning session.

JCM:mmb



Ann Bowers
Good idea
I think it's time for
this kind of activity
October 22, 1992
Joe
10/23

MEMORANDUM

TO: *Joe* Participants in ASC's long range planning session
"REFLECT, REVIEW, AND RECOMMEND"

FROM: Ann Bowers, ASC Chair *Ann*

I would be there

You are invited to participate in Administrative Staff Council's first long range planning workshop to be held November 12, 1992 from 1:30 p.m. until no later than 8:00 p.m., in the Conference Room of the Student Recreation Center (dinner will be supplied). We are asking your participation either as a former member of the Steering Committee which first established ASC, or as a former or present officer, or as a current member of Executive Committee or committee chair, or as a new member of ASC. Our plan is to devote the first part of the meeting to reflect on why and how ASC began, and to review what has been accomplished by ASC since its inception 10 years ago. The bulk of the meeting, to be facilitated by John Moore, will be devoted to developing a mission statement and recommend for future action long range goals.

We sincerely hope you can clear your calendar for this very important planning meeting. Please RSVP by November 2nd by calling me or Sue Frost at 372-2411. Thank you.

GOALS AND ACCOMPLISHMENTS OF ASC, 1982-1992

1982/83: Accomplishments highlighted from the minutes include

- Endorsing the goals stated in the report, "Status of Women and Minorities at BGSU"
- Develop plans to work with other groups in support of a daycare center
- Develop survey on evaluations for merit
- Develop plans for professional development activities
- Support the establishment of an administrative staff personnel office

Also the Ferrari Award process was established and the first Ferrari Award presented

1983/84: No formal report available on accomplishments, but goals included those listed below.

- Increase visibility and improve public relations
- Design/support instrument or questions for performance and merit review
- Determine status of the classification study
- Prepare handbook revisions regarding professional or developmental leaves, SRP compensation, grants program
- Complete bylaws for ASC
- Sponsor at least one professional workshop

From a review of the minutes, most of these goals were realized and ASC also endorsed resolution requesting Board of Trustee representation, continued to make sure administrative staff representatives were appointed to university committees, and worked on exigency policy for administrative staff

1984/85: See attached accomplishments; what not accomplished included Board of Trustees representation, salary equity study, daycare center, financial exigency policy for administrative staff (told we were covered in one developed by Faculty Senate).

The rest of the years are covered in the attachments.

Accomplishments
Administrative Staff Council
1984-85

Listed below are those accomplishments from 1984-85, that the Administrative Staff Council Executive Committee feels are of special significance.

1. Creation and funding of a student scholarship which will be awarded during the 1986-87 academic year. The corpus of \$5,000 was exceeded through pledges and donations from the initial campaign. A grant of \$2,500 was also received from the Development Office, which combined with Administrative Staff receipts gives a solid base for the award.
2. Establishment of a Communications Network within the Administrative Staff which provides every member with easy access to the Council and provides a means for the timely dissemination of information to all members.
3. Conducted a series of five professional development workshops for members of the Administrative Staff. Topics covered included: Integrating the Computer, General Computer Applications, Performance Evaluation, Using the MacIntosh, and Managing for Results.
4. Completion of the study on Evaluation with recommendations being forwarded to the Executive Administration.
5. Revision of the Administrative Staff Handbook to make it easier to understand and easier to manage changes.
6. Formally established a Personnel Welfare Committee to work on the continual review of the Handbook and to make recommendations regarding future benefits and needs of Administrative Staff members.
7. Increased the number of University Committees with AS representation.
8. Enhanced communication between ASC, and the Faculty Senate and Classified Staff Council through the exchange of minutes and both formal and informal communication with the respective chairs of these governing bodies.
9. By working with Faculty Senate, the policy regarding committee chairs was changed to allow AS representatives to chair University Committees.
10. Recommended change in the University policy on Maternity, Paternity leaves to include provisions for adoption.

Accomplishments
Administrative Staff Council
1984-85
Page Two

11. Effectively used speakers to keep ASC abreast of topics and concerns impacting on the Administrative Staff.
12. Provided input into Sex, Race and Solicitation Policies as well as the Insurance Review and Revision.
13. Revised the by-laws to better reflect the operation of ASC.

Goals established at beginning of year

Accomplishments

Administrative Staff Council

1985-86

1. Increased the corpus in the ASC scholarship fund and awarded the first ASC scholarship to Donna Capelle. Also assisted with the 75th Anniversary Fund Drive.
2. Improved communication with all administrative staff through stabilization of the Communication Network, increased coverage in campus publications and interest meetings with constituents (such as those held for the insurance issue).
3. Through use of guest speakers became more aware of the concerns and feelings of Trustees, faculty and classified staff.
4. Offered an expanded slate of Professional Development programs including the addition of four lunchtime interest sessions.
5. Conducted a needs assessment of administrative staff the results of which will help give direction to ASC in future years.
6. Made recommendations on the proposed Public Employees Retirement System Retirement Incentive Program, after surveying the employees for input.
7. Changed the by-laws to clarify the elections process, committee membership, and attendance policy.
8. After extensive review of information and holding of public meetings, made recommendations on Insurance Benefits.
9. Established the Ferrari Committee as a permanent committee of ASC and increased the amount of the award to an equivalent of \$400 in Art.
10. Charged the Merit Committee to 1) determine the current use of merit on the Bowling Green campus, 2) investigate alternatives to the current system and 3) offer recommendations to ASC.
11. Dealt with the question of salary pools and made input to the two budget committees in the form of recommendations and reports on benefit survey. Also met with the president to receive explanation on salary differential initiated for 1985-86.
12. Responded to federal legislation seeking mandatory participation in Social Security by distributing relative information and urging employees to contact their congressmen.
13. Worked jointly with Faculty Senate Committees in developing recommendations on the issues of Dependent Fee Waivers and Insurance benefits.
14. Establish a liaison with the Classified Staff Council.
15. Began the building of a data base relative to Administrative Staff information.

Administrative Staff Council

16. Strengthened employee benefits by increasing the number of vacation days to 22 per year and the number which can be accumulated at the end of a year to 44; decreased the waiting period for dependent fee waivers from five years of service to three years of service while also extending the dependent fee waiver of retired employees to five years after retirement. (Pending Board of Trustees approval on June 13.)
17. Suggested improvements in the Opening Day Convocation to make it meaningful to Administrative Staff.
18. Defrayed the cost of making available to each administrative staff members the TIRES information pamphlet.
- ✱ 19. Continued working to make the Administrative Staff Handbook easy to understand and be supportive of the employee.
- ✱ 20. Continued to pursue membership on the Committee on Academic Priorities (CAP) to assure input in the event of the declaration of Exigency. Awaiting response from Faculty Senate's Committee on Committees.

Not accomplished: Representative to Board of Trustees

ACCOMPLISHMENTS

ADMINISTRATIVE STAFF COUNCIL

1986 - 1987

1. *Increase the corpus of the ASC Scholarship Fund. Through the efforts of the Scholarship Committee (Deb Heineman, Chair; Ann Bowers, Ron Zwierlein, Kathryn Thiede) the corpus should be in excess of \$10,000 by the end of June.
2. *Salary and Fringe Benefit Proposal. The Executive Committee and the Personnel Welfare Committee (Jill Carr, Chair; Jim Austermler, Rich Hughes, and Susan Darrow) prepared and submitted the ASC's Salary and Fringe Benefit Proposal to the Vice-President for Planning and Budgeting and FSBC by 13 February. The proposal called for a) ten percent salary increase and recommended that the employee's contribution to the cost of family health insurance benefits be eliminated, b) that the University cover the costs of a complete physical examination every two years and that costs associated with the annual pap smear be assumed by BGSU, c) that the University provide full coverage of family dental and vision benefits, and d) extend to Administrative Staff the opportunity to participate in a FITWELL program.
3. *Improve Communications with Administrative Staff of Firelands College. The Executive Committee met with Firelands Staff on 26 May and recommends to the 1987-1988 ASC to investigate the possibility of Firelands representation and to conduct two Executive Committee meetings on the above mentioned campus within a calendar year.
4. *Pursue ASC Representation at the Board of Trustees Thursday night committee meetings. This proposal is currently being considered by the Board of Trustees, however, the Chair was invited and did attend the March meeting of the Board as well as the committee meetings held on the Firelands Campus. It is anticipated that this question will be resolved by the Fall semester.
5. *Representation to the Faculty Senate Budget Committee. Although no formal written response has been forwarded to the Chair, SEC did reject ASC's request for representation. SEC did recommend that ASC pursue representation on the University Budget Committee.
6. *Handbook Revisions. The Personnel Welfare Committee recommended numerous changes to the Handbook. A detailed list of the changes have been recorded in the Secretary's office and at the Office of Administrative Staff Personnel Services.
7. *Merit Distribution Recommendation. The Merit Committee (Tonia Stewart, Chair; Barry Piersol, Wayne Colvin) submitted its report on merit. A merit statement was incorporated in the 1987-1988 ASC Handbook.

8. Made recommendations not to pursue for 1986-1987 the issue of "no grievance for non-renewal of contract".
9. Made recommendations for a proposed Cost Containment Program.
10. Information was collected regarding administrative staff teaching responsibilities, grants, professional affiliations, publications, etc. for proposed data base for future salary studies.
11. The Maternity Policy was revised and accepted for inclusion in the Administrative Staff Handbook. A separate Paternity/Adoption Leave Policy was recommended, but was drastically changed by the President's Administrative Council. The revised policy was accepted by ASC.
12. A proposed Employee Assistance Program was reviewed for information purposes only.
13. Recommendations were submitted to the Administration regarding the PERS Buy-out and the Early Retirement ~~Incentive Plan~~.
Supplemental Program
14. The Professional Development Committee (Dave Weinandy, ^{Program}Chair; Linda Katzner, Rich Hughes, Charles Schultz) offered an excellent program for 1986-1987. Eight workshops were sponsored involving a total of 310 attendees. The PDC also worked very closely with Linda Hamilton and Pat Fitzgerald to procure funds for the National Narrowcast Service.
15. The Amendments and By-Laws Committee (Pat Koehler, Chair; and Gail Richmond) recommended two amendments to ASC By-Laws which addressed a vacancy in the Chair-Elect position and a Council's members interest to take an approved leave from Council. These two amendments were approved by the Board of Trustees at their April meeting.
16. ASC worked with the Faculty Senate, Classified Staff Council, Undergraduate Student Senate, Graduate Student Senate, and the University Administration by corresponding with State Legislators relevant to the impending budget allocations. A resolution in support of replacing 240 million dollars to the Board of Regents Budget was passed by ASC and sent to thirty-five legislators. At this time the State's higher education budget is incomplete.
17. The Ferrari Award Committee (Sally Blair, Chair; Peace Champion, Greg DeCrane, Linda Hamilton, Gail McRoberts, and Paul Yon) convened in December and revised and clarified the criteria for nominees. At this time there are six nominees which will make the selection process most difficult.
18. Invited guest speakers to become more aware of the concerns and issues of the Board of Trustees, Faculty, and Classified Staff. The ASC specifically invited Dr. Jack Taylor, Assistant Vice-President of Minority Affairs, to address council about incidents of racial harassment on campus this past Spring. Other guests included Dr. Virginia Platt, Board of Trustees; Dr. Paul Olscamp, President; Dr. Dwight Burlingame, Vice President, University Relations; Mr. Rollie Hahn, President, Benefit Risk Management; Dr. Chris Dalton, Acting Vice President, Planning and Budgeting;

10
Sandy Lagro, Chair, University Insurance Committee; Gaylynn Finn, University Treasurer.

19. Consulted with the Vice-President for Planning and Budgeting about the employment of the Director of Administrative Staff Personnel Services.

* Denotes 1986-1987 Goals.

ACCOMPLISHMENTS

ADMINISTRATIVE STAFF COUNCIL

1987 - 1988

1. The corpus of the ASC Scholarship Fund has grown beautifully. Through the efforts of the scholarship committee (Ann Bowers, chair, Laura Emch, Margaret Weinberger, John Buckenmyer, Sue Cerny) the corpus is in excess of \$13,000. Scholarship recipient this year was Elizabeth Hammann. By the end of June, 1988 we will have reached our goal of \$14,000!!
2. The executive Committee and the personnel welfare committee (Rich Hughes, chair, Pat Fitzgerald, Linda Swaisgood, Ed O'Donnell, Diane Regan, Scot Bressler, Charles Schultz) prepared and presented the salary and fringe benefit proposal to the Vice President and the Faculty Senate Budget Committee early in 1988. The proposal called for a minimum increase of 6% in salary, and the following benefit proposals: preventive physical examination every two years exclusive of diagnostic test and the laboratory cost of an annual pap smear; employee contribution to the family health insurance benefits eliminated and the University's contribution be increased to 100%; full family dental/vision benefits; all benefits provided for full-time ASC members be available to part-time Administrative Staff on a prorated basis; a Student Recreation Center Lift pass awarded as a benefit providing the ASC member maintains a designated level of participation; two days of annually accrued sick leave be considered personal days with unconditional usage. As of this writing, only the salary request has been acted upon.
3. The Personnel Welfare Committee was divided into two sections: benefits and salary. The benefits sub committee developed a fringe benefit survey. Return on the survey was 62%, and the results were developed into the proposals sent forward to the central administration from ASC for year.
4. Handbook revisions were carried out and re-revised several times as they went between the vice presidents and the ASC welfare and executive committees.
5. Communication with Faculty Senate took an even greater role this year as ASC sought to work jointly with them on issues of mutual concern. Although we did not, as an executive committee, meet with SEC, we have an invitation from the new chair, Bartley Brennan "to set up regular monthly meetings of officers of both bodies."
- 5A. A resolution (no. 8815) commending the Faculty Senate on their 25th Anniversary was sent by the ASC executive committee and council.

6. The new Administrative Staff Personnel Director, Ann Marie Heldt was welcomed. She has provided a great deal of assistance from her office concerning salary comparisons, flextime policy discussions, professional development leave discussions, and professional development seminar assistances, to name but a few of the areas in which we have benefitted from her expertise. We have formulated a committee to work throughout the year with Ann Marie on the issues of professional development leaves. This group (Bob McGeein, Norma Stickler, Pat Fitzgerald, Paul Yon, Sue Crawford, Dick Conrad, Rich Hughes) will continue to develop a policy to bring to the ASC for next fall.
- ★ 7. Recommendations were made on the ability to grieve non renewal of contract. Recommendations were tabled for another year's discussion.
8. Passed a recommendation concerning short term disability insurance for the ASC membership.
9. Monitored the ERIP plan for administrative staff and recommended that it be continued.
10. The Professional Development Committee (Dave Weinandy, chair; Linda Katzner, Jim Hoy, Joyce Kepke, Fran Voll) offered excellent programs for 1987-1988. The four programs presented had over 250 people participating.
11. The Ferrarri award committee (Bob Arrowsmith, chair, JoAnn Kroll, Katrina Meyer, George Howick, Dick Powers, Otis Sonnenberg, Linda Hamilton, Clarence Terry, Kay Meier, Ken Schoeni, Clif Boutelle, Sue Crawford) sought nominations, revised and clarified criteria for nominees and will present their results in August, 1988. At this time, there are 19 nominees; selection of the Ferrarri award is most difficult.
12. ASC invited guest speakers to increase the awareness of our representatives to the various areas on concern across the campus. Meeting with ASC this year were: President Paul Olscamp; Faculty Budget Committee Chair, Dr. John Bentley; Faculty Senate Chair, Dr. Ralph Wolfe; Counseling Center Director, Dr. Roman Carek; Insurance Committee chair, Sandy LeGro; Vice President of Planning and Budgeting, Dr. Chris Dalton; Vice President for Operations, Dr. Karl Vogt.
13. A proposal for full divestment of the BGSU foundation funds in companies doing business in South Africa was debated and passed.
14. The Amendments and ByLaws committee brought to the council a change giving Firelands College its own proportional representation elected by Administrative Staff at Firelands College.
15. ASC became a part of a newly formed Insurance Appeals Committee (our representative is Margaret Weinberger).

- 16. Our membership on university-wide committees increased. We were asked to serve on various search committees (the group insurance manager search committee, etc.).
- 17. Consulted with the Vice President of Planning and Budgeting on the distribution of the .3 merit pool. The executive committee developed some suggestions for the distribution of this and the university-wide merit pool. The time was short for these suggestions. The recommendations will be submitted to the personnel/welfare committee for review and revision for next year.
- 18. Participation: The participation on the council has been at an all time high. Council members have taken their responsibilities seriously and have contributed to the welfare of the whole using their professional skills and abilities. Congratulations to all of you!
- 19. The ASC year ended monetarily in the black.

Other goals not accomplished: flexible scheduling; general harassment policy
 (besides those noted in #2)

ACCOMPLISHMENTS FROM 1988-89

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

* = jobs established at beginning of year

SPECIFIC ASC ACCOMPLISHMENTS 1989-90

- Rep to the Board of Trustees
- More comprehensive salary recommendation including data regarding title problems and gender discrepancies in salaries
- Participation in various interview processes
- Implementation of a January reception
- Continued guest speaker program
- Input into several issues regarding the Personnel Office
- Maintained stability during Faculty Senate/President crisis

- * - Committee accomplishments were significant:
 - PWC
 - Promotion Policy
 - Market Adjustment Guidelines
 - Benefits and 125K Plan
 - Closing between Christmas and New Years
 - Handbook Revision and Approval

PDC

- Series of very successful programs

Scholarship

- awarded a \$1,000 scholarship
- continued fund raising efforts

* Salary

- excellent recommendation
- use of database
- liaison with Planning and Budgeting
- began investigating other salary related issues
- made recommendations for next year
- positive reception from upper administration, FSBC, and Trustees

By-laws

- re-wrote run-off election by-law

Elections

- held election in accordance with by-laws

Ferrari Award

- proces in underway for determining this year's winner

Ad Hoc Committee on Childcare

- final report will be submitted in June regarding specific AS needs and requests for a University childcare facility

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Administrative Staff Council
1990-91 Annual Report

Status of Goals:

1. Establish an operative Section 125 plan. (Partially accomplished. Basic plan will be implemented on July 1, 1991).
2. Determine the extent of gender inequities in salary and recommend actions to be taken to rectify the situation. (Making progress. An Ad Hoc Inequities Committee has been meeting and initial progress has been made).
3. Explore all aspects of the feasibility of restoring an Early Retirement Incentive Program (ERIP). (Repeated efforts to obtain information about the cost of the previous plan have been futile, thus a new proposal could not be formulated).
4. Determine the effectiveness of University Committees and ASC's involvement on them. (A continual process that has allowed for increased or more meaningful involvement).
5. Work closely with those involved in the reorganization of the Personnel Office to make sure that the interest and needs of administrative staff are being addressed. (Accomplished)
6. Promote the Professional Development Fund and continue to evaluate the criteria for the awarding of grants and the process involved. (Accomplished. Additional monies also requested for next year).
7. Establish the Administrative Staff as a contributing constituent group on the University Board of Trustees. (Accomplished)
8. Aid in the instituting of the approved ASC promotion policy for Administrative Staff. (In progress. Working with Personnel Office to incorporate policy into a program for Succession Planning).
9. Review the entire bylaws to reflect current needs and practices and make changes where appropriate. (Accomplished)
10. Explore the possibility of establishing reciprocal agreements between Ohio Universities. (Not feasible)

Guest Speakers:

ASC was addressed by guests; John Moore, Diane Reagan (United Way), Roger Dennerll, Trustee C. Ellen Connelly, Trustee John Laskey, President Paul Olscamp, and Jim Morris. ASC EXEC had Les Barber, Galen Finn and Marshall Rose as guests. There was also a special ASC meeting dealing with benefits which was attended by Chris Dalton, Bob Martin, Galen Finn and John Moore.

Other Accomplishments:

1. The relationship between ASC, CSC, and FS was strengthened through two joint meetings and numerous conversations. Although the joint health care proposal was not adopted, the effort made in putting it together was unprecedented.

2. Worked to establish a Personal Leave Policy which, if approved by the trustees, will go into effect on January 1, 1992 and provide up to 3 days of personal leave based on accumulated hours of sick leave.
3. Improved the ASC Communications Network.
4. Established a Ferrari Endowment Fund.
5. Developed a permanent display for the Ferrari Award in the University Union.
6. Presented an excellent series of 5 Professional Development workshops.
7. Awarded 3 Professional Development Grants.
8. Passed a resolution on Participation in Shared Governance.
9. Provided input on Budget Process revisions.
10. Provided input on ASC's needs with Project 90.
11. Made changes in the ASC Handbook.
12. Held successful fall opening day meeting and spring reception.
13. Proposed an increase in mileage allowance. (Delayed due to budget crisis)
14. Proposed a change in the wording of administrative staff contracts. (Waiting for response)
15. Endorsed the role of the Affirmative Action Office.
16. Participated in the selection of the Health Care Consultant.
17. Made a salary recommendation and continued to develop a data base for future salary considerations.
18. Proposed changes to the Academic Charter relating to ASC. Changes were accepted and made.
19. Endorsed the concept of accessibility for all physically challenged individuals.
20. Pursued the question of Financial Exigency with the Faculty Senate Executive Committee. It was determined that the question needs to be pursued further through the University and Faculty Senate Budget Committees. (Waiting for response)
21. Worked with the Personnel Department in developing an evaluation of the Supplemental Retirement Program. (Data being collected)
22. Awarded a \$1,000 scholarship from the ASC Scholarship Endowment. The Endowment's corpus surpassed \$21,000.



ADMINISTRATIVE STAFF COUNCIL ANNUAL REPORT, 1991-92

I. GOALS

1. Work with all constituent groups on the establishment of an equitable health insurance plan for all University employees.

Achieved. The Health Care Task Force, with representation from all constituent groups, made extensive recommendations. Equity issues that were addressed were levels of premium contributions for classified staff, vision coverage, and family dental coverage. The Task Force reached compromises on each of these issues.

2. Work with Personnel Services to include job descriptions in administrative staff members' contract wording.

Not achieved.

3. Explore all aspects of the feasibility of restoring an Early Retirement Incentive Program.

Achieved. An ASC ad hoc committee initially determined that an ERIP was not feasible with 80% replacement. However, due to the budget situation, an ERIP has been implemented with a maximum 20% replacement.

4. Pursue matching funds from the Foundation for the Ferrari Award with the Development Office.

Still uncertain. At the recommendation of the Development Office, ASC solicited contributions from Trustees and administrators who served with Dr. Ferrari. We have not yet received an answer as to whether or not matching funds will be provided this year. If not, this will remain an ongoing goal.

5. Work with Personnel Services in the establishment of a personnel position to serve the needs of the administrative staff.

Some progress. The position is on hold due to the hiring freeze. The ASC Personnel Welfare Committee, in consultation with the Personnel Office, reviewed the rationale for the position and revised its job description.

6. Work with Faculty Senate and Classified Staff Council on University-wide issues that arise.

Achieved: ASC worked in a cooperative and productive manner on issues related to the severe weather policy and the budget crisis. ASC initiated a joint resolution, passed by ASC, CSC and FS, requesting extension of the 125 plan to include health care and dependent care.

7 & 8. Address the issues of excessive workloads and the consistent application of existing workload policies; address the issue of flextime and the consistent application of specific flextime policy.

Some progress. Proposed Handbook changes were not endorsed by Ad Council, but we are working with John Moore to have this decision reconsidered. Meanwhile, Vice Presidents Clark, Dalton, Arrowsmith have written memos supporting flex time for administrative staff, and Vice President Martin has given verbal support for this to his senior staff.

9. Establish child care as a high institutional priority.

Not achieved.

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

Not achieved.

11. Strengthen professional development by obtaining University approval for the implementation of succession planning and by generating ongoing professional development grant funds through the University budgeting process.

Substantial progress. The concept of succession planning has received support from the Administration, and ASC will be working with Personnel Services to work out a specific policy. ASC received professional development funds this year, although we have not yet succeeded in establishing this as part of our operating budget base.

II. GUEST SPEAKERS:

ASC was addressed by John Moore, Trustee Richard Newlove, David Stanford (United Way,) President Paul Olscamp, Ron Lancaster (Project 90,) Denise Trauth (North Central Accreditation,) Vice President Phil Mason, Don Boren (Health Care Task Force,) and Vice President Chris Dalton.

III. OTHER ACHIEVEMENTS

Established the BG Effect program. This program, staffed by administrative staff volunteers, provides mentors for new freshmen. The program has been extremely well received by students and parents, and we are grateful to all the volunteers and particularly to Joan Morgan, who is serving as coordinator of this program.

Contributed to Employee Assistance Program Committee.

Clarified issue of vacation for grant funded employees. To resolve remaining problems associated with this issue, ASC has recommended a Handbook change which would allow administrative staff employees to take vacation as accrued during their first year of employment.

Helped revise internal reorganization policy.

Helped revise acting/interim appointment policy.

Revised scholarship application process to include an essay; awarded two scholarships of \$650 each to Steven Seasly and Amy Pawlaczyk.

7/1/92

List of invitees for ASC long range planning workshop

November 12, 1992, 1:30-8:00 p.m., Student Recreation Center Conference Room

- ~~John Buckenmyer~~ (Ex. Com)
- ~~Jill Carr~~ (Ex Comm, past chair & Sec)
- ~~Sue Crawford~~ (past chair)
- ~~Gregg DeCrane~~ (past chair, on original planning committee)
- ~~Pat Fitzgerald~~ (past chair)
- ~~Pat Green~~ (chair, Prof Dev)
- Virnette House (Ex Com)
- Greg Jordan (chair-elect)
- Josh Kaplan (past chair)
- Barb Keeley (Ex Com)
- ~~Joe Martini~~ (past chair)
- ~~Deb McLaughlin~~ (past Sec)
- Teresa McLove (Ex Com)
- ~~Rebecca Meomber~~ (on original planning committee)
- Joan Morgan (Ex Com)
- ~~Amy O'Donnell~~ (new member to ASC)
- Gary Palmisano (Ex Com)
- Norma Stickler (Ex Com, past Sec, chair PWC)
- ~~Bob Waddle~~ (chair, Salary)
- ~~Deane Whitmore~~ (on original planning committee)

November 12, 1992
Administrative Staff Long Range Planning

Agenda:

1:30-2:00: Welcome, introductions, review agenda

2:00-3:00: Organizers of ASD discuss rationale for organizing, difficulties in organizing, development of charter Review of charter and review of accomplishments over past ten years.

Short break

3:15-5:30 John Moore presentation on planning *see charter*
Development of mission statement and long term goals

5:30-6:30 Dinner (can be working through this time)

6:30-8:00 Finalize long term goals, develop short term objectives
Discuss how disseminate information, ideas for January reception.

Logistics: ~~Coffee, pop, make a few machines go hand in afternoon~~
Dinner?

Handouts: { Copy of agenda
List of goals over last 10 years & accomplishments
Copies of charter

MISSION STATEMENT FOR ADMINISTRATIVE STAFF COUNCIL

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In the promotion of by *the pursuit of* *the enhancement of* *of*

1/25/93

Ans -
... a few grammatical suggestions
(hopefully enhancements)

- Beverly

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 (developed from planning session held November 12, 1992)

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- A. Contracts
 - 1. Grievability of non-renewal of contracts (long range)
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 - work with Personnel Office to develop the means to implement
what has been recommended in previous salary inequity studies
 - 4. Work on raises to bring administrative staff to 40th percentile
(long range)

II. BENEFITS (continued)

- B. Health Benefits
 - other benefits such as reciprocal fee waivers
- C. Wellness Program
- D. Child Care

III. RESOURCES/PROFESSIONAL DEVELOPMENT
(SHORT TERM)

- A. Increase operating and professional development budgets
 - 1. justify by presenting expenses
 - 2. propose rationale for increased expenses
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 - 2. Make recommendations based on first year study
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(LONG TERM)

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- G. Paid Leaves
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 - 2. Study use of faculty development monies and establish similar budget request for administrative staff as a percentage of salaries
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(SHORT TERM)

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 - develop a survey of administrative staff regarding awards, community involvement, opening day, etc.
- B. Scholarship Committee
 1. Recommend a five year fund-raising goal
 2. Explore different ways to increase the scholarship funds
- C. Bylaws-review thoroughly and change where appropriate to reflect the above changes
- D. Discuss inviting guests to ASC Executive Committee meetings once a month, such as Les Barber, John Moore, etc.

ADMINISTRATIVE STAFF COUNCIL EXTERNAL AFFAIRS AD HOC COMMITTEE

This Ad Hoc Committee will report to the ASC Executive Committee. Its responsibilities include but are not limited to:

Develop ideas for and assist in organizing community involvement projects for administrative staff, e.g. Christmas assistance, Promote Bowling Green Committee, BG EFFECT, etc.

Develop ways to improve opening day activities for administrative staff.

Work on public relations with other groups on campus and off campus and with media.

Develop a survey of administrative staff regarding awards, community involvement, opening day, etc.

The membership of this committee is not limited to just Administrative Staff Council members; any administrative staff who is interested in serving should contact their ASC representative or Ann Bowers (372-2411).

ADMINISTRATIVE STAFF INTERNAL AFFAIRS AD HOC COMMITTEE

This Ad Hoc Committee will report to the ASC Executive Committee. Its responsibilities include but are not limited to:

Develop an orientation program for new employees about ASC and for new ASC members; write brief history of ASC and make this a part of the orientation packet.

Study the awards for administrative staff, discuss potential of new awards and/or better recognition of awards presented.

Improve ASC meetings to personalize; reconfigure meeting set-up; revitalization of GASP.

The membership of this committee will be Administrative Staff Council members; any ASC member interested should contact Ann Bowers (372-2411).

Strategic Planning:

Tomorrow's Reality

IS

Today's Vision

John C. Moore

ADMINISTRATIVE STAFF COUNCIL

November 12, 1992

- 3:15** **A. Give the purpose of the session**
- B. Introduce the Video, BRAIN POWER to set the mood for the workshop**
- C. Overheads = STRATEGIC PLANNING**
 Tomorrow's Reality is Today's Vision

- 4:15** **Break into groups to review and report on Evolving Organization Chart to group as whole**

- 5:30** **WORKING DINNER BREAK**

- 6:00** **Break into group to formulate long term goals and report back to group as a whole**

- 6:30** **Finalize and Rank long term goals**

- 7:00** **Mission Statement**

- 7:30** **Develop short term objectives**

- 8:00** **Conclude meeting**

CHARACTERISTICS AND TRAITS OF THE EVOLVING VOLUNTARY ORGANIZATION. - - -

CHARACTERISTICS of MEMBERS	UNDERDEVELOPED	DEVELOPING	DEVELOPED	ADVANCING	ACTUALIZING
<i>1st Staff</i>	High turnover at all levels; little experience.	Regular turnover but not high; 1 and one-half to 3 years experience.	Minimum turnover especially in exec. position; 3 years experience exec. position.	Low turnover especially exec. Minimum in program 7+ yrs. experience, 2+ yrs. program highly aggressive administrator. ✓	Rare turnover especially exec. 15+ yrs Special members highly sophisticated
<i>Board</i>	High turnover; recruitment not organized; poor orientation of members.	Regular turnover but not high; leadership begins to emerge; planning initiated; proper orientation designed but sporadic. ✓	Key Board Members stabilized; attention turning to quality; numbers adequate (15-25 regular). ✓	Quality emphasized; more concern given to role of the Board Members; clearly active in org.	Board self motivating; role clearly identified and accepted.
PLANNING	Little or no real planning; high anxiety with ref. to future.	Objectives set; realistic movement begins and can be tracked; anxiety.	Objectives being met, remaining the same from year to year. ✓	New objectives introduced; planning becomes sophisticated. ✓ <i>CRS management</i>	Planning highly sophisticated.
UNIVERSITY COMMUNITY RELATIONS/ IDENTITY	No real community identity/acceptance.	Acceptance being gained by community and fellow orgs. ✓ <i>Community</i>	Position (role) in comm/org. earned and believed contributing. ✓ <i>Staff</i>	Emerging as a leader in the community.	Highly accepted by outside orgs; for leadership & has following.
MEETINGS	Poor attendance.	Attendance shows some stability, with membership growth.	Attendance regular & predictable; membership remains same yr. to yr. ✓	New populations served. Meetings highly motivated. ✓	Excellent attendance good balance of members. ✓
PROGRAM	Programs sporadic.	Strong core programs emerging; beginning to stabilize.	Core program stabilized; good balance in core programs.	Core program stabilized; excellent balance; special programs introduced. ✓	Core and special programs highly complementary.
FINANCIAL DEVELOPMENT	Existing day to day; high degree of frustration; high experimentation; high labor investment with little payoff.	Sources of regular revenues begin to be identified through experimentation; multiplicity considerably reduced.	Revenue sources remain constant yr. to yr.; cost of living & inflationary increases only real concerns.	New sources explored; grants/endowments. ✓	Old & new monies completely insure or future.

MISSION STATEMENT

for

ADMINISTRATIVE STAFF COUNCIL

*Support
the mission
of ASAC
through*

THE PURPOSE OF THE ADMINISTRATIVE STAFF COUNCIL SHALL BE TO REPRESENT ADMINISTRATIVE STAFF MEMBERS BY PROMOTING THEIR GENERAL WELFARE, SEEKING PROFESSIONAL DEVELOPMENT OPPORTUNITIES, MAINTAINING COMMUNICATION AMONG STAFF MEMBERS, AND REVIEWING, INITIATING, AND MAKING RECOMMENDATIONS ON INSTITUTIONAL POLICIES.



The Strategic Planning Process

WHAT IS STRATEGIC PLANNING?

Strategic planning is the process of determining

- **WHAT AN ORGANIZATION INTENDS TO BE IN THE FUTURE**
AND
- **HOW IT WILL GET THERE**

It is:

Finding the best future for your organization and the best path to reach that destination through

1. Developing a vision
2. Finding the fit between:
 - MISSION
 - OPPORTUNITIES
 - STRENGTHS AND WEAKNESSES
3. CLOSING THE GAP BETWEEN NOW AND THE DESIRED FUTURE
4. PLANNING AND IMPLEMENTATION

SIX TIPS

1. Strategic planning is a way of thinking -- an ongoing process. Your plan is never perfect or complete.
2. Keep the planning simple and manageable.
3. Involve the organizational leaders deeply. Don't give the task of planning away to support staff or a consultant.
4. Emphasize creativity, innovation, and imagination rather than blindly following a set of planning steps.
5. Don't adopt strategies without careful consideration of how they will be implemented.
6. Strategic planning is not an end in itself. It is simply a tool to help your organization accomplish its mission.

THE ROAD TO HIGH PERFORMING TEAMS

To develop high performing teams, the stakeholders in an organization including executives, managers, technical staff and others must identify (brainstorm) specific elements of each step along the road to high performance. Once identified, actions can be taken that will promote effective teamwork.

1. **DEVELOP ORGANIZATION MISSION STATEMENT (What are we about?)**
2. **CLARIFY THE PURPOSE OF A TEAM (What is the team supposed to do?)**
3. **WORK OUT TEAM COMPOSITION (Who should belong; areas, levels, etc.?)**
4. **IDENTIFY OVERARCHING GOALS (What supercedes all conflicts?)**
5. **DEFINE SUCCESS (How will we know when the team is successful?)**
6. **IDENTIFY ROADBLOCKS TO SUCCESS (What will insure failure?)**
Examples:
technical problems
service area response times
parts problems
union relations
7. **REMOVE ROADBLOCKS (How do we get around or resolve them?)**
Examples:
joint strategy sessions
off-site working sessions
temporary task force
make vendors team members
8. **MANAGE STAGES OF TEAM EVOLUTION (How can we help teams get there?)**
Form: (membership and control issues)
Storm: (subgrouping, conflict and confrontation)
Norm: (How will we work together? What is the process?)
Perform: (Performance is a shared responsibility.)
9. **MANAGE THROUGH TEAMS (What specifically can managers do?)**
Examples:
Think team rather than individual.
Separate normal team conflicts from personnel problems.
Use group problem solving.
Involve all the players.
10. **ESTABLISH A SELF-CORRECTION PROCESS (No team or manager can keep it all together permanently, therefore, provisions must be made for those times when a team loses effectiveness.)**
Examples:
Periodic offsite sessions.
Use outside facilitator.
Revisit mission and goals.
Periodically examine "how" we are working.

**ADMINISTRATIVE STAFF COUNCIL
LONG TERM GOALS**

Goal #1

Goal #2

Goal #3

Goal #4

Goal #5

Goal #6



Bowling Green State University

Administrative Staff Council
Bowling Green, Ohio 43403-0373

November 17, 1992

MEMORANDUM

TO: ASC Executive Committee

FROM: Ann Bowers

RE: Report from Long Range Planning meeting

Please find enclosed a summary of the goals and objectives discussed at the Long Range Planning meeting held November 12th. Please review and be prepared to discuss implementation at our next meeting. We will meet at THE CHINA (South Main street at old Big Boy restaurant) at noon on November 24th.

Let me know if you cannot attend. Thanks.



Bowling Green State University

Administrative Staff Council
Bowling Green, Ohio 43403-0373

November 30, 1992

MEMORANDUM

TO: ASC Long Range Planning Group

FROM: Ann Bowers
Chair, ASC

RE: Report

First, please accept my thanks for what turned out to be a most productive meeting on November 12th. Much creative thought generated a most interesting list of goals and objectives which are enclosed with this memo. I would like to invite you to meet with the Executive Committee one more time to review these goals and objectives and discuss priorities. Please plan to meet with the Executive Committee on December 8, 1992, at noon, at the Faculty Lounge, 2nd floor of the Union. Please feel free to pick up a lunch at the Union and bring it to the meeting. There is no need to RSVP; we just hope you can join us.

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ASC Long Range Plan-Working Document
Page two

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