1992

Professional Development Committee 1990-1991

Bowling Green State University - Administrative Staff Council

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Index: ___ Included ___ Separate ___ None

Notes

1. Colored Paper
2. Photocopies
3. Highlighter
MEMORANDUM

TO: Jill Carr, Chair
   Professional Development Fund

FROM: Gregg DeCrane, Chair
   Administrative Staff Council

DATE: August 15, 1990

RE: ASC Committee Assignments

Thank you for agreeing to serve as chair of the Professional Development Fund Committee of A.S.C. The members of your committee are listed on the enclosed sheet. Please make contact with them and arrange for meetings as needed. I will be happy to meet with you individually or with your committee as a whole in regards to expectations and time lines for the year. I have enclosed a folder of information pertaining to your committee, which includes a copy of last year's professional development fund committee end-of-year report.

If at any time you need assistance or have a question, please call. The committees of ASC are really where things happen, and I believe you and your members will have a very positive experience.

GD/bal
enclosure
MEMORANDUM

TO: John Moore  
Director of Personnel

FROM: Tom Gorman  
Chair, ASC Professional Development Committee

DATE: September 6, 1990

I have requested information stored in the University's personnel files for the purposes of obtaining statistics on length of service of Administrative Staff Personnel. Specifically, I am asking how many persons have been employed seven years or longer, five years or longer, and three years or longer. The information will be used to formulate a recommendation on ASC's current Professional Development Fund criteria. No names or other identifying data have been requested—only numbers. Computer services requires your approval of my request, which can be indicated by signing this memo.

Please feel free to contact me at 2-2356 if you require further information. Thank you.
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October 4, 1990

TO: Administrative Staff Council
FROM: ASC Professional Development Committee

The Professional Development Committee requests that the criteria for Professional Development Grants be reviewed. Specifically, we recommend the following:

That the time of service restrictions be amended from seven years to a lower number of years;

That service elsewhere (another institution, other employment) be considered as part of the length of service;

That the council continues to give preference to length of service, but not require seven years; and

That the council continues to consider the merit of the application as it relates to the applicant's current job, career path, and potential for advancement within the institution.

Further, we request that the review process begin immediately so that Administrative Staff can benefit from any revisions.

Thank you.
ASC Professional Development Committee Presents:

**Personal and Professional Growth for the 1990's**

**LUNCHEON WORKSHOPS:**
12:00 - 1:00

**Monday**  Oct. 29, 1990  Alumni Room
"What Difference Does Difference Make?"
Marshall Rose - Affirmative Action Director
Pick up a lunch in the Nest (no BYO in Union) and Join us!

**Wednesday**  Nov. 28, 1990  Mileti Alumni Center
"The Power Inside: How to Boost Morale In Your Work Environment"
Scott Shepard, PhD. - Director, Institute for Training and Human Development - Flower Memorial Hospital

**Friday**  Feb. 1, 1991  Amani Room
"Making Effective Presentations"
Kathy Cleveland Bull - North Carolina State University

**Wednesday**  March 6th, 1991  Alumni Room
"21st Century Workplace: The Great Crossover"
Rod McElroy - McElroy & Associates, Maumee, Ohio

**Tuesday**  April 16, 1991  Alumni Room
"One-Day Getaways in Ohio"
Teri Jones - First Class Travel Design

Watch for upcoming Flyers with more information!

If you have any questions, Call Tom Gorman at 372-2356
MEMORANDUM

November 28, 1990

TO: ASC Professional Development Committee

FROM: Tom Gorman

RE: Professional Development Grants

Attached are materials regarding our efforts so far with changing the criteria for grant funding. We have run our recommendations by the Executive Committee, which suggested three years as a criterion consistent with other University policies (such as education reimbursement for families of employees).

We now must develop a proposal to be brought before the council in December and voted on in January. Please review our memo of October 4 and give some thought on how best to word our proposal.

I will be contacting you early next week for your feedback—or feel free to call me with brilliant flashes of inspirational insight (2-2356). Also, let's plan to meet at 1:00 pm on the date (and at the location) of the next ASC meeting to clarify and finalize the proposal.

Thank you.
The list of programs was generated using the results of a survey conducted by the previous (1989-1990) committee.

Several options for lunch were investigated. By changing the venue, different possibilities were tested. Using the Alumni Center allowed participants to choose between purchasing a food operations lunch or bringing their own lunch. The location did not seem to cut down on attendance. The Amani Room provided easy on-site catering, but without the "BYO" option. For programs in the Union, the simplest course was to allow participants to purchase whatever they wanted (on-site), and bring it to the presentation.

One very valuable addition was the willingness of food operations to direct-bill from the registration forms, as this eliminated several administrative hassles, such as collecting checks, doing budget transfers, trying to get money from no-shows, etc.

Publicity, room arrangements, and lunch arrangements for each program were handled by the committee member coordinator.

In addition to the professional development series, this year's committee drafted a proposal to change the time required to be eligible for the Professional Development Grant from seven years to three years. The proposal was accepted.

Committee members each made unique contributions to the work accomplished. It was a pleasure working with such an effective group. Members were: Jan Ruma, Chris Dunn, Jane Wood, Dave Stanford, and Cindy Colvin. The committee received valuable assistance from Marcia Buckenmeyer of Personnel Services, who coordinated mailings.

Thank you for the opportunity to serve ASC in this way. It was an enjoyable experience. If you would like additional information or have questions, please feel free to contact me at 372-2356.
January 15, 1991

UHIT Developing

MEMORANDUM

TO: Robert McGeein
Capital Planning

FROM: John C. Moore
Personnel Services

RE: Succession Planning Program

Bob, please review the enclosed program. When you have completed your review, please call and we can set up an appointment to discuss the program.

JCM: numb
Enclosure
DRAFT

BOWLING GREEN STATE UNIVERSITY

MANAGEMENT DEVELOPMENT

SUCCESSION PLANNING PROGRAM

January 1991
BOWLING GREEN STATE UNIVERSITY

PROGRESSION AND SUCCESSION REVIEW PROCESS

The objective for the Bowling Green State University Management Progression and Succession review process is to insure an adequate supply of qualified candidates for selection to EGSU's Key Management Positions.

MANAGEMENT INVENTORY: SUCCESSION PLANNING

The following sub-objectives are important to the accomplishments of this effort:

- To maintain an inventory of current management and successors.
- To analyze present staffing strengths and weaknesses; determine action plans to assure available replacements for future staffing needs.
- To identify a pool of candidates with extensive growth potential and capability to take any of several assignments.
- To promote career moves for high potential contributors by recommending specific plans and goals in developmental programs and jobs.
- To realistically identify marginal performers and provide performance feedback via training, coaching and/or replacement.
- To identify shortages or surpluses in business units/functions and recommend appropriate action (i.e., recruitment, on-the-job training, promotion, special assignment to meet gaps, termination).
- To develop and carry out a staffing strategy in clear recognition of the strategic and operational requirements of the business.
- Keep the process simple.
- This process will be done once a year with the first year the most consuming.

Let's work our way through the procedure step-by-step.

1. In each of the packets, there will be a list of positions within your area of responsibility that should be included in this process. Some of you have only a sample packet.
2. The first step is to prepare a Personal Development History form on each incumbent for the positions listed. There are partially completed forms for each individual on the participant list from your area. We have utilized our personnel files to complete as much information as we currently have available. You should inform each individual of the purpose of the Management Progression and Succession process and ask them to correct any inaccuracies, complete the remainder of the form, sign and return it to your attention.

3. The next step is to complete the Management Inventory.

**MANAGEMENT INVENTORY**

You should complete the Management Inventory after the Personal Development History has been returned to your attention.

The Management Inventory is the keystone of the Management Progression and Succession Process. This form should be completed in its entirety. Succession planning relies on accurate, valid assessments of performance and potential. The Management Inventory form is labeled "confidential" to assure its limited circulation. As a planning tool, the information may be held in confidence by yourself, members of the management committee, of the Executive Director of Personnel Services. The information should not be forwarded to others as a reference on the individual or retained as part of their personnel file. Legally, it may also be held in confidence from the individual since it is for planning purposes separate from the performance appraisal process.

However, you should be encouraged to: 1. strive for consistency between the performance appraisal and the management inventory ratings; 2. share information with the individual in their performance appraisal discussion that accurately reflects the management inventory. **Ideally,** an individual should be able to expect an honest evaluation of performance and opportunities for advancement and/or movement, and a discussion about future plans for professional development.

**Overall Promotability:** It is also important to be realistic about potential. For example: high potential people should have the capabilities to move at least two steps in the organizational structure. If two positions cannot be clearly identified, the person probably should be classified as promotable as opposed to high potential. **Well placed** people should have only a few positions to which they might advance. They may have, however, opportunities to move laterally within the organization. Their jobs should still be included since one of the purposes of succession planning is to analyze movement situations where jobs may be blocked by persons rated "well placed" or with "limited growth potential."
Executives should be considered for movement to one of the following positions:

This section identifies specific positions that the employee could be promoted into and specifies their "readiness". As indicated earlier, accurate, value and honest assessments are critical to the process. If an individual is performing satisfactorily but has been rated not advanceable, you may want to identify any lateral positions you believe the individual could perform successfully. Please note the readiness codes listed at the bottom of the form.

1 = Ready now  2 = Ready 1-3 years  3 = Ready 5 years

The following individuals (name and position) should be considered for movement to this executive position: The same process should be followed in this section by identifying employees who now are qualified or you believe will be qualified in the future to replace the incumbent. You are encouraged to think broadly in this area and not limit yourself to subordinates within the same organizational unit or department. On the other hand, realism is key. If there is no one in the university now nor is there anyone with the potential to fill this position in the next five years, that fact should be identified.

Developmental Recommendations: It is important to complete this section as well as the others. If you have identified other positions this person can move into in the future, it is important to identify what experience and/or training is necessary under the "for future career growth" section. Use additional paper is required.

ORGANIZATIONAL PLANNING CHART

Information from the Personal Development History and Management Inventory are incorporated into the Organizational Planning Chart. This document then allows the organization to access organizational strengths and weaknesses. Where there are lack of successors it identifies this fact and allows division or departments the opportunity to take corrective action. We have completed a sample planning chart for the position of Senior Investment Office, as an example of how this form should be completed.

Please have all your information completed and returned to John C. Moore by ______________. Again, if there are additional questions or clarifications needed, please do not hesitate to give me a call.
STEP ONE
IDENTIFY PARTICIPANTS

STEP TWO
COMPLETE PERSONAL DEVELOPMENT HISTORY

STEP THREE
COMPLETE MANAGEMENT INVENTORY

STEP FOUR
COMPLETE ORGANIZATIONAL PLANNING CHART
1. PERFORMANCE ANALYSIS (To be Completed by Manager) (Comments should be consistent with performance appraisal)

A. ACCOMPLISHMENTS AND CONTRIBUTIONS

B. STRENGTHS

C. AREAS FOR IMPROVEMENT

Overall Performance Description
Check the description which best matches your judgment of the employee's overall performance.

- Outstanding
- Above Average
- Competent/Good
- Needs Improvement
- Marginal

Overall Promotability
Check the description which best matches your judgment of the employee's overall promotability.

- High Potential can move to the next higher organization layer with potential to move at least another organization layer later.
- Promotable to the next higher organization layer.
- More time needed before designation as promotable or advanceable.
- Not advanceable but has satisfactory performance.
- Unsatisfactory performance.
### COMPLETE WORK HISTORY: (STARTING WITH FIRST POSITION: Include Military Service and Work With Other Companies)

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BOWLING GREEN STATE UNIVERSITY'S MANAGEMENT DEVELOPMENT

SUCCESSION PLANNING PROGRAM
BOWLING GREEN STATE UNIVERSITY'S MANAGEMENT DEVELOPMENT
SUCCESION PLANNING PROGRAM

DIRECTIONS:

Circle one only of "Yes", "No", or "Uncertain" to indicate our organization's readiness for Human Resource Planning. Thank you!

1. Will top management willing to commit resources for human resource planning? Yes No Uncertain

2. Will you be able to integrate H. R. planning with your strategic planning? Yes No Uncertain

3. Will top management support inter dept. transfers when there are no vacancies? Yes No Uncertain

4. Will there be assigned staff to identify needs and prepare and coordinate development programs for promotable candidates? Yes No Uncertain

5. Will there be management development opportunities for those who are not considered to be "high potential?" Yes No Uncertain

6. Will middle management support cross training of first line supervisors? Yes No Uncertain

7. Will recruitment objectives be linked with H.R. planning recommendations? Yes No Uncertain

8. Will recruitment and H.R. planning discussions be on a scheduled basis? Yes No Uncertain

9. Will management support career planning discussions on a scheduled basis? Yes No Uncertain

10. Is management willing to identify potential successors for key positions? Yes No Uncertain

11. Are you ready to put in place a program to identify those who will need to be promoted to

   those who will need to be promoted to
11. Will management support developing career paths for specific job groups?  Yes  No  Uncertain

12. Is your current performance evaluation system effective?  Yes  No  Uncertain

13. Will management be receptive to evaluating personnel at least annually in terms of both performance and potential for other positions?  Yes  No  Uncertain

14. Are managers at all levels willing to provide assessments of the potential of their staff to a central Human Resource Planning group?  Yes  No  Uncertain

15. Will top management support the use of objective assessment methods for identifying future potential of candidates for key management positions?  Yes  No  Uncertain

16. Will H.R. planning data be kept separate from personnel files?  Yes  No  Uncertain

17. Will managers be willing to treat employee data as a corporate resource rather than as a departmental resource?  Yes  No  Uncertain

18. Will you be able to tell personnel how they have been assessed?  Yes  No  Uncertain

19. Will H.R. planning data be used when making promotability decisions?  Yes  No  Uncertain

20. Will data be available for the senior executive positions?  Yes  No  Uncertain
**SCORING**

Score one point for every "YES" answer. Subtract one point for every "NO" or "UNCERTAIN" answer. It is possible to end up with a negative score.

| Questions 1-3 | A. Top Management Commitment |   | (Out of 3) |
| Questions 4-6 | E. Management Development Support |   | (Out of 3) |
| Questions 7-8 | C. Recruitment Link |   | (Out of 2) |
| Questions 9-11 | D. Career Management |   | (Out of 3) |
| Questions 12-15 | E. Performance and Potential Assessment |   | (Out of 4) |
| Questions 16-20 | F. Data Management |   | (Out of 5) |

**INTERPRETATION**

The following theoretical distribution will help to assess organizational readiness:

- **12-20 points:** HIGH DEGREE OF READINESS - what are you waiting for? Start next week!
- **15-17 points:** MODERATE DEGREE OF READINESS - check some of your "No" or "Uncertain" answers.
- **Below 15:** LOW DEGREE OF READINESS - you need more commitment.

The following steps need to be in place to ensure effective succession planning:

- Management ownership
- Linkage with the strategic plan
- Total performance picture of the organization
- Critical positions identified
- Training needs clarified
- Development strategies formulated

What follows is one model of a succession planning system.
PHASE I

Management Review Board (Executive Decision Makers)
- Define their role
- Involve them
- Get them to "own" the system

Organization Plan (3-5 years)
- Strategic Planning Linkage

Know/Identify the vacancies
- Retirement
- Attrition
- Contingency
- Current openings

PHASE II

Identify Target Group (INDIVIDUAL ASSESSMENT)

Gather Performance Data
- Present performance
- Advancement potential (when)
- Possible promotion path
- Strengths & weaknesses
- Employee's needs
- Work experience
- Management potential data

Data Display Board (organizational chart)

Management Review Meeting (Board reviews data on)
- Total Department Profile (managers & staff)
  strengths & weaknesses
- Performance rating (group consensus)
- Advancement Potential Identified
PHASE III

CAREER TRAINING PATHS

Build for each department
- Logical flow
- Learning/6 month potential
- Learning progression

Build for total organization
- "Trainee" approach (jr. & mid. mgmt.)
- "Model" executive Approach (Sr. Mt.)-Identify critical areas.
- Cross fertilization (Lateral ok)
- Emphasize depth first; then growth
- Ensure consistency with strategic plan

SUCCESSION CHARTING (Done by Management)

Identify criteria for TARGET position
Identify 3 possible successors - consistent with performance and advancement information
Identify supporting criteria for each successor
Identify most likely successor
Translate into future picture of the organization
Review/discuss/reassess with management

DEVELOPMENT STRATEGIES FOR KEY PERFORMERS

Career Discussion
- Employee’s perceptions
- Employees career goals
- How to achieve goals (T&D, ED, Exp.)

Prepare 2-year Development Plan
- Objectives
- Expected Results
- Development areas
- Career Plans

Outline 1-Year Training Plan
- Specific activities to be performed
- Target dates
- High priority/pay off learning areas
- "RESULTS" of training objectives
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February 19, 1991

Melissa Bandy
Director
Hospitality Management Program

Dear Melissa,

The Professional Development Fund Committee of the Administrative Staff Council has met and has considered your application for funding. I am pleased to inform you that we have decided to provide $1,000.00 toward the total cost of your participation with the Delegation to the Council of Hotel, Restaurant, and Institutional Educators. It was not possible for us to provide your full request of $2500. To date, approximately one half of the one-time allocation of $5,000 for professional development has been used. Therefore, we must try to spread our remaining funds out to meet the needs of other staff.

We request that when you return from this exciting trip that you plan to attend a Council meeting and make a presentation to us regarding this experience. We will also request that Melissa Firestone, editor of MONITOR contact you to prepare a story for this publication. The committee feels strongly that you should receive "press" for participating in this program.

Congratulations from all of us on being chosen to participate in such an exciting program. I will begin to make the necessary arrangement for a transfer of funds. Can you provide me with a budget and cost number so that I can file the appropriate form. If you have any questions, please do not hesitate to contact me.

Sincerely,

[Signature]

Jill Carr
Chair
Professional Development Fund Committee

cc: Gregg DeCrane
    Melissa Firestone
The Administrative Staff Council Professional Development Committee Presents...

"NUTS AND BOLTS OF EFFECTIVE PRESENTATIONS"

...featuring KATHY CLEVELAND BULL, Director of Special Programs at North Carolina State University. Ms. Bull, a graduate of BGSU, is an effective speaker on a variety of motivational and educational topics. Come listen as she shares her secrets of success!

DATE: February 1, 1991
TIME: Noon to 1:00 pm
LOCATION: Amani Room, Commons

Order a box lunch by returning the form below. As a new convenience, Food Operations will bill your account for your lunch. Menu options:

$ 3.95  Ham and American Cheese on a bun, chips, chocolate chip cookies, apple, and pop.

$ 4.95  Turkey and Swiss Cheese on a croissant, chips, chocolate chip cookies, apple, and pop.

* Please note: No carry-in lunches are permitted in the Amani Room.

The Amani Room is located below Northeast Commons. The entrance is on the east side of the building.

Send to: Tom Gorman, Placement Services, 360 Student Services by January 25

“Nuts and Bolts of Effective Presentations”

YES! I will attend the February 1 program at the Amani Room. I understand that Food Operations will bill my bursar account for the following lunch (please circle):

Ham and Cheese - $ 3.95  Turkey Croissant - $ 4.95

Name: ________________________ Phone: ________________
SS#: ________________________ Signature: ___________________
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: Melissa Dallas Bandy
Area/Department: Hospitality Management Program
Amount of Request: $1000.00
Budget to be Credited: RO8114 (Foundation Account)

Statement of Purpose of Request:
I will lead a EGSU Hospitality Delegation to Russia from March 19th through March 29th, 1992. The delegation consists of three EGSU undergraduate Hospitality students, three graduate students and university professors. The delegation will meet with Russian hoteliers and restauranteurs to learn of their struggles and hope for growth in light of the current economic and political turmoil. This trip will afford me the international awareness and growth necessary for success both professionally and personally.

Description of Event:
An itinerary is attached to my application letter describing all meetings. It is my hope that this delegation will develop into an annual trip affording EGSU administrative staff members, faculty and students the chance to expand their international awareness.

Benefit to EGSU:
Benefits to EGSU include publicity on a national level through press releases to major hospitality periodicals. Additionally, press releases have been distributed on a local level. This trip, as mentioned previously, will aid EGSU students, staff and faculty in their international understanding necessary in our increasingly global economy.

Is this the only source of request for funds? No If other specify: Speed Grant for $300.
I applied for a Speed Grant for $300 on February 23th.

Breakdown of Expenses:
- Roundtrip airfare - Detroit/Newark - $200.00
- Roundtrip airfare - Newark/Moscow - $690.00
- Russian visa - $50.00
- Meals/lodging in Russia - $712.00
- TOTAL - $1652.00

Have you requested funds from ASC previously? Yes
If so when? February, 1991
For what reason? I traveled to the former Soviet Union as part of an international delegation for the hospitality industry.
How much? $2000.00
How much awarded? $1000.00

[Signature]
MEMORANDUM

TO: Pat Green
Administrative Director, Photochemical Sciences

FROM: Melissa Bandy
Director, Hospitality Management Program

RE: ASC Professional Development Funding Request

March 3, 1992

I will again travel to Russia from March 19th through March 29th as a follow-up of last year's trip. This time, however, the delegation is sponsored by Bowling Green State University's Hospitality Management Program. Vitaly Porokhov, a Russian undergraduate Hospitality Management student, and I organized the Hospitality Management Delegation to Russia which will greatly enhance my professional international development integral to my career.

The hospitality industry is fast becoming globalized. Radisson was the first Western hotel to expand into Russia, while Sheraton, Stouffer and Marriott (three of our most successful campus recruiters) are currently either renovating or building in the republic. The Russian managers are facing extreme difficulties concerning motivation, turnover, theft and basic loss of control since the coup. Hopefully, this trip will help them learn some techniques to aid in these problems and to enable them to better focus on their immediate problems of shortages and economic and political turmoil.

As I mentioned, this trip will enable me to better integrate the necessity for international hospitality education, awareness and participation into my position. As an academic advisor, advisor to the Hospitality Management Society, instructor and liaison between the hospitality industry recruiters and our students, the experience gained will greatly improve my professional development. Furthermore, after this trip, I plan to conduct research based upon my observations while studying the Russian hospitality industry. (Although research is not a requirement for my position, I deem it quite important for professional and personal growth.)

Next year, I plan to organize and host a seminar, "International Hospitality: The Key to Future Success" on campus, publicizing it on a national basis utilizing much of my international understanding. The April, 1993 seminar will be open to students interested in hospitality-related careers and will afford BGSU's Hospitality Management Program international visibility and a proactive international position.
Attached as Appendix 1 is an itinerary for the trip with hospitality-related activities highlighted. Meeting with the successful hotel and restaurant firms as highlighted will greatly enhance my understanding of the Western efforts to expand into Russia. Many of the hospitality firms view Russia as a great opportunity for expansion, especially in light of the current economic and political changes in the former Soviet Union. It is imperative to my professional development to understand the firms' views and to convey them to my students.

As leader of the delegation, I will be responsible for all hospitality-related meetings and activities. The communication with Moscow has been ongoing since January and, I feel, the itinerary formulated into one of great professional and educational growth for the delegates.

Delegates include three undergraduate hospitality management students, three graduate students, and university professors in the College of Business Administration. This delegation is planned to be an annual event with increased participation for undergraduate hospitality students as the program matures.

Due to the lack of funds in the Hospitality Management Program, it will be necessary for me to obtain outside funding for the entire trip. Although no funds have yet been committed, I applied for a Speed Grant of $300 to defray 25% of the travel expenses as outlined in Appendix 2. I am requesting $1000 from ASC Professional Development Fund and will pay for the remaining $352 either personally or through an International Education grant at BGSU.

If partially funded, I look forward to supplying the ASC Professional Development Fund Committee with a report of the project outcome. I have already sent a press release of the trip to Public Relations and to the Council on Hotel, Restaurant and Institutional Education and will be interviewed upon return to compare the changes in the Russian hospitality industry since the fall coup.

I appreciate a review of this request and welcome any questions from the committee if further clarification is needed.
HOSPITALITY MANAGEMENT SOCIETY  
DELEGATION TO RUSSIA  

March 19 - March 29, 1992

<table>
<thead>
<tr>
<th>DATE</th>
<th>TIME</th>
<th>EVENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 19</td>
<td>1:40 pm</td>
<td>Depart Detroit airport</td>
</tr>
<tr>
<td>Thursday</td>
<td>3:11 pm</td>
<td>Arrive Newark airport</td>
</tr>
<tr>
<td></td>
<td>6:30 pm</td>
<td>Depart Newark on SAS flight # 904</td>
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<tr>
<td>March 20</td>
<td>1:00 pm</td>
<td>Arrive Copenhagen</td>
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<tr>
<td>Friday</td>
<td>2:30 pm</td>
<td>Depart Copenhagen on SAS flight # 730</td>
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<tr>
<td></td>
<td>5:35 pm</td>
<td>Arrive Sheremetyavo airport, Moscow</td>
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<tr>
<td></td>
<td>7:00 pm</td>
<td>Check in - Central House of Tourists, Moscow</td>
</tr>
<tr>
<td></td>
<td>8:30 pm</td>
<td>Dinner at hotel</td>
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<tr>
<td></td>
<td>9:30 pm</td>
<td>Red Square</td>
</tr>
<tr>
<td></td>
<td>10:00 pm</td>
<td>Kremlin - changing of the guards</td>
</tr>
<tr>
<td>March 21</td>
<td>9:00 am</td>
<td>Breakfast</td>
</tr>
<tr>
<td>Saturday</td>
<td>10:00 am</td>
<td>Kremlin and Red Square</td>
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<tr>
<td></td>
<td>1:30 pm</td>
<td>Lunch - Cherry Orchard Restaurant (a co-op)</td>
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<td></td>
<td>3:00 pm</td>
<td>* includes a brief by the restaurant's director</td>
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<tr>
<td></td>
<td>5:30 pm</td>
<td>Dinner - Ukraine (a Soviet complex with a hotel and restaurants)</td>
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<td></td>
<td>7:00 pm</td>
<td>Cultural program</td>
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<tr>
<td></td>
<td>10:00 pm</td>
<td>Arbat Street</td>
</tr>
<tr>
<td>March 22</td>
<td>8:30 am</td>
<td>Breakfast</td>
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<tr>
<td>Sunday</td>
<td>10:00 am</td>
<td>Izmailovsky Park (Russian artist's market)</td>
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<td></td>
<td>1:30 pm</td>
<td>Lunch - Pizza Hut (Russian/Canadian joint venture)</td>
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<td></td>
<td>3:00 pm</td>
<td>* includes a meeting with Pizza Hut managers</td>
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<tr>
<td></td>
<td>2:30 pm</td>
<td>* students will be permitted to serve</td>
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<td></td>
<td>5:30 pm</td>
<td>Gorky Park</td>
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<td></td>
<td>7:00 pm</td>
<td>Pushkin Museum</td>
</tr>
<tr>
<td></td>
<td>7:00 pm</td>
<td>Cultural program</td>
</tr>
<tr>
<td></td>
<td>10:30 pm</td>
<td>Subway to Gorky Park</td>
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<tr>
<td>March 23</td>
<td>8:00 am</td>
<td>Breakfast</td>
</tr>
<tr>
<td>Monday</td>
<td>9:30 am</td>
<td>McDonald's processing plant</td>
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<tr>
<td></td>
<td></td>
<td>* Includes a meeting with directors</td>
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<tr>
<td></td>
<td>12:30 pm</td>
<td>Lunch at McDonald's</td>
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<tr>
<td></td>
<td>2:00 pm</td>
<td>Moscow State University tour</td>
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<td></td>
<td>4:00 pm</td>
<td>Traditional Russian Orthodox church service</td>
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<td></td>
<td>5:30 pm</td>
<td>Dinner at hotel</td>
</tr>
<tr>
<td></td>
<td>7:00 pm</td>
<td>Cultural program</td>
</tr>
</tbody>
</table>
March 24
Tuesday
9:00 am Breakfast
9:00 am Individual meetings
* Hotel Pullman Iris (French hotel in Moscow)
* Helen Hotel (Finnish/Soviet joint venture)
12:00 pm Lunch - Sayat-nova Restaurant (Georgian)
1:00 pm Individual meetings
* Olympic Hotel
* Radisson Hotel
5:00 pm Dinner - Atrium Restaurant
7:00 pm Cultural program - Moscow Circus

March 25
Wednesday
9:00 am Breakfast
10:30 am * Tran-Mos Restaurant (first American restaurant in Moscow)
* includes a meeting with the American director
11:30 am * SovinCentr (Russian trade center), operated by Russian Chamber of Commerce and Industry
* includes a meeting with the directors
1:00 pm Lunch
2:00 pm Free time
5:00 pm Evening with Russian families in their apartments
10:00 pm Leave for train to St. Petersburg
11:00 pm Depart for St. Petersburg

March 26
Thursday
7:00 am Arrive St. Petersburg
8:00 am Check in - Hotel Pribaltiyskaya
9:00 am Breakfast
10:00 am Tour - Sts. Peter and Paul's Fortress
1:30 pm Lunch - Nevski Restaurant (co-op)
3:00 pm Tour - St. Isaac's, Boat trip around canals
7:00 pm Dinner at the hotel
9:00 pm Cultural program - Leningrad Jazz Club

March 27
Friday
2:00 am Bridges on the Neva River open
9:00 am Breakfast
9:00 am The Hermitage
1:00 pm Lunch
2:30 pm The Hermitage or the Winter Palace
6:00 pm Dinner - Neva Restaurant at the hotel
9:30 pm Leave for train to Moscow
11:00 pm Depart for Moscow

March 28
Saturday
7:00 am Arrive Moscow
8:00 am Cultural program
1:00 pm Lunch
3:30 pm Leave for Sheremetyevo Airport
6:30 pm Depart Moscow on SAS flight # 731
6:50 pm Arrive Stockholm
Evening free
March 29

Sunday

9:00 am Breakfast
10:00 am Leave for airport
12:00 pm Depart Stockholm on SAS flight 903
1:30 pm Arrive Newark airport
4:10 pm Depart Newark
6:04 pm Arrive Detroit
MEMORANDUM

TO: Gregg DeCrane, Chair, Administrative Staff Council
FROM: Jill Carr, Chair, ASC Professional Development Fund
RE: Year End Report

As you requested, please accept this as the 1990-91 report for the Professional Development Fund Committee.

Committee membership included: Keith Pogan, Pat Greene, Gail Swanka and myself. We began the year with a balance of $2,235.00 in the fund. To my knowledge no applications were submitted during the fall semester while I was on leave. During the spring semester we received four applications for funding. The first was from Melissa Bandy requesting assistance for her participation in the Hospitality Delegation to the Soviet Union and Czechoslovakia. We allocated $1,900 to Melissa and also waived 4 months of the three years of employment requirement. At our next meeting three applications were considered. Two of the three received funding. Jane Schimpi's request for funding to the College Business Management Institute was denied due to the fact that she had received funding last year for the same institute and our funds were running low. Cindy Colvin has been awarded $305.00 to assist in meeting her expenses to attend the Myers-Briggs Type Indicator Training Program next fall in Cleveland. Our final award was given to Melissa Firestone. She has been given $550.00 to assist in the expenses she will incur when she participates in the Xi'an Exchange Program.

It must be noted that the fund now has a ZERO balance. It is our recommendation that the 1991-92 ASC Executive Committee begin the request process immediately for additional funds. We now have the documentation to show that Administrative Staff consistently desire to participate in professional development activities that increase their effectiveness as a "university employee". Since we have no paid leave or sabbatical program the replenishment of our professional development fund is essential. While it only addresses the "tip of the iceberg", it is a step in the right direction.

The committee also recommends that a new form be added to the guidelines. This will assist in receiving consistent information from each applicant. The new form will be presented to the Executive Committee on May 28.

In general, I believe we had a productive year. It seems that Administrative Staff now know that this fund exists. The committee should, most definitely be continued as long as there are funds to be allocated.

Thank you for the opportunity to work with this group. Please call if you have any questions.

JG/jm
May 23, 1991

Cindy Colvin
Assistant Director
Academic Enhancement/Pre-Major Advising

Dear Cindy:

The Professional Development Fund Committee of the Administrative Staff Council has met and considered your request for funding to complete the Myers-Briggs Type Indicator Training Program. We are pleased to inform you that $385.00 is available to you to be placed in the budget that will handle your other expenses. Please complete the enclosed budget transfer form and return it to me for final signature.

If you have any questions, please give me a call. We look forward to hearing about this training program when you return.

Sincerely,

Jill Carr
Chair
ASC - Professional Development Fund

JC/jm

Enclosure

cc: Gregg DeCrane
May 23, 1991

Melissa Firestone
Editor, the Monitor
Office of Public Relations

Dear Melissa:

The Professional Development Fund Committee of the Administrative Staff Council has met and considered your application for funding for your trip to China. We are pleased to inform you that $850.00 will be placed in the budget from which you will fund this trip. Please complete the appropriate portions of the enclosed budget transfer form and return it to me for final signature.

Thank you for your application. We wish you the best of luck and look forward to hearing about this "adventure" when you return. Should you have any questions, please do not hesitate to contact me.

Sincerely,

Jill Carr
Chair
ASC - Professional Development Fund

JC/jm

Enclosure

cc: Gregg DeCrane
Jane Schimpf  
Director  
Food Operations

Dear Jane:

The Professional Development Fund Committee of the Administrative Staff Council has met and discussed your application for funding the College Business Management Institute. At this time we are not able to offer any funding from the ASC Professional Development Fund. As you know that initial allocation that we were given has not been augmented in any fashion. In addition, we have had several requests from Administrative Staff members who are first time applicants. Therefore, the committee has decided to completely utilize our fund and spread out the remaining balance of the account to the first time applicants.

It is disappointing that sufficient funds are not available to fund all of our applicants, but we feel we must proceed in this direction in order to offer the greatest number of Administrative Staff members some funding.

If you have any questions regarding our process or decision, please do not hesitate to contact me. Also, if we may be of assistance to you seeking other funding sources, please let me know.

Sincerely,

Jill Carr  
Chair  
ASC - Professional Development Fund

JC/jm

cc: Gregg DeCrane
MEMORANDUM

TO: Keith Pogan
    Pat Green
    Gayle Swanka

FROM: Jill Carr

RE: ASC Professional Development Fund

Enclosed please find the draft of the form that we wanted to develop to add to the application guidelines. I will take this to the Executive Committee on 5/28 for approval. Many thanks to Keith Pogan for his assistance in developing this form.

I have also submitted our end of the year report to Gregg DeCrane. Thanks to all of you for your participation on this committee this year. I look forward to other opportunities when we may work together again.

Have a great summer!

JC/jm

Enclosure
MEMORANDUM

TO:      Gregg DeCrane, Chair  
          Administrative Staff Council

FROM:    Tom Gorman, Chair  
          ASC Professional Development Committee


During 1990-1991, ASC Professional Development Programs focused on 
personal and professional development issues. The following is a summary 
of the year's programs:

Affirmative Action Update
Presenter: Marshall Rose, Affirmative Action Office, BGSU  
Location: Alumni Room  
Attendance: 15  
Luncheon Arrangements: "Bring your own" from a Union restaurant  
Coordinator: Jane Wood

The Power Inside: How to Build Morale in the Work Environment
Presenter: Scot Shepheard, Director of Training and Human Development, Flower Memorial Hospital  
Location: Alumni Center  
Attendance: 100  
Luncheon Arrangements: Catered by food operations, or BYO brown bag  
Coordinator: Jan Ruma

Nuts and Bolts of Effective Presentations
Presenter: Kathy Cleveland Bull, North Carolina State University  
Location: Amani Room  
Attendance: 65  
Luncheon Arrangements: Sandwiches, etc., catered by food operations  
Coordinator: Tom Gorman

The 21st Century Workplace: Survival Strategies
Presenter: Rod MacElroy, MacElroy & Associates  
Location: Community Suite  
Attendance: 10  
Luncheon Arrangements: "Bring your own" from Union restaurants  
Coordinator: Dave Stanford

Get Away From it All: One-day/Weekend Travel Ideas
Presenter: Terri Jones, First Class Travel Design  
Location: Alumni Room  
Attendance: 50  
Luncheon Arrangements: "Bring your own" from Union restaurants  
Coordinator: Cindy Colvin
The list of programs was generated using the results of a survey conducted by the previous (1989-1990) committee.

Several options for lunch were investigated. By changing the venue, different possibilities were tested. Using the Alumni Center allowed participants to choose between purchasing a food operations lunch or bringing their own lunch. The location did not seem to cut down on attendance. The Amani Room provided easy on-site catering, but without the "BYO" option. For programs in the Union, the simplest course was to allow participants to purchase whatever they wanted (on-site), and bring it to the presentation.

One very valuable addition was the willingness of food operations to direct-bill from the registration forms, as this eliminated several administrative hassles, such as collecting checks, doing budget transfers, trying to get money from no-shows, etc.

Publicity, room arrangements, and lunch arrangements for each program were handled by the committee member coordinator.

In addition to the professional development series, this year's committee drafted a proposal to change the time required to be eligible for the Professional Development Grant from seven years to three years. The proposal was accepted.

Committee members each made unique contributions to the work accomplished. It was a pleasure working with such an effective group. Members were: Jan Ruma, Chris Dunn, Jane Wood, Dave Stanford, and Cindy Colvin. The committee received valuable assistance from Marcia Buckenmeyer of Personnel Services, who coordinated mailings.

Thank you for the opportunity to serve ASC in this way. It was an enjoyable experience. If you would like additional information or have questions, please feel free to contact me at 372-2356.