Salary Committee 1985-1987

Bowling Green State University. Administrative Staff Council

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1. Colored Ink
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3. Damaged Paper
August 21, 1984

TO: Administrative Staff Council Members

FROM: Jill Carr, ASC Secretary

Attached please find a copy of the report of the Faculty Senate Compression Committee.

Please submit comments or questions to any Executive Committee member.

Thank you.

JC/jm
July 12, 1984

To: All Faculty

From: Art Neal, Chair
Faculty Senate

The report of the Salary Compression Committee is submitted to you for review. Please send to me at the Senate Office (140 McFall Center) in writing any comments or any policy recommendations that you would like to make.

jm
Attachment
May 2, 1984

MEMORANDUM

TO: President Paul J. Olscamp

FROM: Eloise E. Clark
       Vice President for Academic Affairs

On behalf of the Salary Compression Committee, I submit the enclosed report for your consideration. We respectfully request that with the completion of the report, the committee be disbanded.

xc: Members of the Committee
   Kendall Baker
   Raj Padmaraj
   Ernest Panscofer
   Linda Peterson
   Ron Stoner

   Senate Executive Committee
   Betty van der Swissen, Chair of Faculty Senate
Introduction

At the request of the President last fall, a committee of administrative and faculty representatives has reviewed issues and available data related to "market adjustment" and "compression" of faculty salaries. We began our review expecting that we would address these issues in a systematic, analytic way. We quickly learned that the problem is complex, closely related to plateaus or downward adjustments in the support base of national higher education and to increased competition with nonacademic employers for persons with advanced training in selected areas.

Further, data that allow comprehensive, reliable comparisons of salaries or demand by discipline, by differential skill, or by knowledge do not exist. As a consequence, our recommendations are strongly influenced by local experience and by national or regional comparisons that are not discipline-specific. We recommend that they be accepted as a first step in a continuing three-to-five year effort to develop a basis for improving the competitive stance of BGSU in attracting faculty, staff, and students commensurate with the institution's overall goal of academic excellence.

Findings

I. Status of BGSU Faculty Salary and Compensation

Our approach to the task assumed that to continue to attract talented teachers and researchers to its faculty and to encourage young scholars to prepare for academic careers, Bowling Green State University must provide competitive, attractive levels of compensation. A review of trends over the past decade led us to the conclusion that BGSU's level of compensation to its faculty has failed to remain competitive with institutions that are BGSU's
academic peers. When compared to national, inflation-driven trends, faculty compensation at BGSU also has fallen in its buying power during the past decade to a greater extent than at competing peer universities. The following data illustrate these conclusions:

Figure 1 shows a progressive loss in buying power between 1970-71 and 1982-83 of BGSU faculty salaries, decreasing by 21% for professors and by 26% for assistant professors, relative to the national Consumer Price Index over this period.

The impact of the loss is shown more dramatically when the change in total BGSU faculty compensation is compared with compensation at national AAUP Category I (that is, "doctoral-level") institutions. AAUP places BGSU in Category I because we meet the minimum criteria of granting more than 30 PhD degrees annually in three or more disciplines (BGSU has clearly met these criteria for many years). Figure 2 compares BGSU faculty compensation by rank over a thirteen-year period. During this time, BGSU's faculty compensation fell from near the 80th percentile in 1969-70 to below the 30th percentile in 1982-83. AAUP ratings of BGSU compensation fell to 4 (on a scale of 1 to 5) at every academic rank by 1982-83. Corresponding AAUP ratings in earlier years (1969-70) were 2 for professors and 1 at other ranks.

AAUP has refined its system of categorization twice during those years, so the change in BGSU's AAUP ratings may reflect, to an uncertain extent, the changing composition of the Category I group; however, the general downward trend in BGSU's percentile ranking among Category I institutions has been uniform and persistent during the decade of the seventies, when the Category I membership was stable.
Figure 3 compares the compensation of BGSU assistant professors to other AAUP Category I institutions in the region and in the state of Ohio. The data show that BGSU compensation of assistant professors fell to the 28th percentile from the 70th among like institutions in the ten-year period 1972-73 to 1982-83, more than at any other Category I institution in the state during the period. Corresponding compensation percentiles at Ohio State University, University of Cincinnati, and Case Western University actually rose during this same period.

Figure 4 shows comparable data for full professors. Although the changes are not as pronounced, the trend shows a loss of competitive standing among Category I institutions. The same trend has occurred for the associate professor rank, to a comparable but lesser degree than for the other two professorial ranks. It may be that differences in these percentile figures at BGSU are connected with the evolution in the distribution of faculty over the ranks (Figure 8), or it may reflect internal strengthening of criteria for promotion or merit increments.

Figures 5 and 6 illustrate the possible weaknesses associated with devising a competitive strategy that is limited to salary increases. It can be seen from these figures -- using assistant professors as an example -- that BGSU ranks 5 of 9 among comparable Ohio institutions. When viewed in terms of total compensation for the same rank, we fall to 8 of 9.

These data suggest that the relative proportion of "benefits" in overall faculty compensation is greater at most competing institutions than at BGSU. This committee frankly has not been able to research the basis of the differences in benefits, and includes these data to illustrate complexities associated with remaining competitive.
A further example, Figure 7, illustrates that BGSU's salaries remain comparable with those at many other MAC (Mid-American Conference) institutions. The MAC represents BGSU's peer group in athletic competition, but it contains several institutions with much smaller graduate programs than Bowling Green's, and so they have not been placed in Category I by AAUP. Because institutions with smaller graduate programs require fewer research faculty, their average faculty compensation is lower. In addition to the size of BGSU's graduate program, there are other indicators, such as acceptance of Phi Beta Kappa chapter and membership in the National Association of State Universities and Land-Grant Colleges, that BGSU's academic programs have progressed in quality beyond the standards of the average MAC institution. (For comparative purposes, average salaries by rank for Category I institutions and BGSU are shown in Figure 7a.)

Therefore, a statistical comparison of BGSU faculty salaries with MAC institutions alone may overestimate our competitive position in the national academic arena. Faculty are a geographically mobile group, often attracted away from locations in the central states like Ohio and its neighbors. Faculty positions tend to be highly specialized, and recruitment done nationally or internationally. Local comparisons alone, such as with the MAC or the Ohio IUC (Inter-University Council), will obscure the extent of the decline of BGSU's competitive position, and perhaps contribute to it.

There are several possible contributors to the decline in competitive salary levels at BGSU. One of these is illustrated by Figure 8. The rapid growth of BGSU between 1965 and 1972 led to a faculty with a relatively larger proportion of assistant professors and instructors. The subsequent maturation of the BGSU's academic programs, promotions in rank, and the reduction in the
rate of "new hires" have led to today's greater representation of faculty at associate and full professor ranks. Additionally, the total number of full-time faculty has increased by slightly more than 4% during the past decade (from 700 in 1972 to 731 in 1982-83), and the numbers of colleges, schools, departments and undergraduate concentrations have also increased.

At the same time, enrollments -- and therefore enrollment-driven incomes -- remained stable over the past decade, although the number of undergraduate programs, the relative proportion of graduate students, and the number of academic units again increased. The committee has not made a detailed study of these changes, yet there is little doubt that they have increased administrative "overhead" costs and spread full-time faculty (and other resources as well) more thinly, over more programs, at both the undergraduate and graduate levels.

There appears to have been no systematic mechanism in the budgeting process over the past ten years to accommodate fully the enhanced experience and quality of faculty that has accompanied BGSU's academic maturation. This is reflected indirectly on Figure 3 which shows that the BGSU faculty profile is similar to comparable regional universities, whose competitive salary levels have not declined to the same degree as those at BGSU.

It is the position of this committee -- and we believe a majority of the faculty -- that the university should aspire to improve the national standing of BGSU faculty salaries relative to AAUP Category I institutions, since these comprise our academic peer group. We believe a realistic and attainable specific goal is to reach the 60th percentile salary level among these institutions.

As a result of the foregoing review, it became apparent that "market" problems associated with salaries and compensation were very much related to the general status of faculty salaries and to the failure -- over the past decade -- to maintain a competitive edge.
II. Marketing Adjustment/Salary Compression

Although the data presented relate to the general problems, the committee recognized that, "market factors" being what they are, the impact of less competitive faculty salary levels is experienced differentially among academic units. It also affects the various ranks differentially, with full professor and assistant professor ranks more seriously affected than associate professors and instructors. Requests for unbudgeted salary adjustments in areas that compete most directly with non-academic employers, such as computer science and business administration, had triggered, to a large extent, the request for a salary study.

In an attempt to simplify these issues, we established working definitions, reviewed the Fall Semester position requests submitted by the colleges, and surveyed current (March 1984) requirements for new recruits and present faculty.

The definitions established and used were:

Market Adjustment - defined as that salary increment (within a discipline) necessary to be competitive in hiring:

a. New faculty regardless of rank, and

b. continuing faculty who have received or may be expected to receive an offer of significantly higher salary from an academic institution of comparable AAUP standing.

Market Compression - defined as the difference in salary of:

a. new and continuing faculty of the same rank -- as evidenced when new faculty have salaries higher than, or approximately equal to, salaries of continuing faculty (with comparable performance records, i.e., merit adjustments);
b. new and continuing faculty of differing rank --
as evidenced when junior faculty have salaries higher than, or approxi-
mately equal to, the salaries of senior faculty (having allowed for
merit adjustments and length of service).

A review of the salary book revealed that the "compression problem," for
current faculty in 1983-84, may be less severe than we had anticipated. Several
instances involving apparent compression, on closer examination, seemed associ-
ated with other factors (such as when a lower-ranking individual in a department
has nearly the same salary but more years of service since receiving a PhD than
the higher-ranked individual).

For 1984-85 a total of $45,800 has been requested by academic units to
adjust to existing authorized salary levels for recruitment of 15 new faculty;
6 of these requests, amounting to $24,800, were identified previously in the
fall budget request. An additional $90,000 has been requested for adjustments
for current faculty, most of these being newly identified; the latter figure is
not the result of a comprehensive, critical university-wide survey of need.
Indeed, it is probable that a full survey of chairs and deans would result in a
considerably greater total request.

Recommendations:

As a consequence of more than a decade of relative decline, the average
salary of BGSU faculty, by rank, now ranges from the 29th (assistant pro-
fessors) to 44th (associate professors) percentile of the AAUP Category I
institutions. The difference between average BGSU faculty compensation at all
ranks and the 60th percentile of AAUP Category I institutions in 1982-83 was
10.06%. Faculty salaries at BGSU increased by approximately 7.0% last year and the best available current estimate of the national average increment for the same period was 6.1%.

Based on the above data, we estimate that to bring BGSU salaries to the 60th percentile of AAUP Category I institutions (the level this committee considers minimally adequate) would require an overall average faculty salary increase in excess of 7%, or a total compensation increment of slightly more than 9% of current base, in addition to the average percentage increments of AAUP Category I institutions nationally.

It is clearly not feasible in one or two years to overcome a decline of ten or fifteen years duration. Consequently, we propose that the university embark on a program of progressive, differential salary adjustment with the overall goal of bringing BGSU's salaries to at least the 60th percentile of AAUP Category I institutions over a three-to-five year period.

Even this longer-term salary adjustment program will be difficult. It will require that incremental salaries be broadly accepted as the highest salary budget priority for several years, higher, for example, than replacement of retiring faculty, than new positions at all levels and salary increments associated with reassignments. It will, therefore, require greater efficiency in operation (e.g. increased class size, fewer courses offered, differential teaching loads, and other academic related improvements).

For the 1984-85 budget year, we propose the following first steps in the longer-term program:

a. First, to raise salaries for new recruitment to competitive levels regardless of rank.

b. Second, to adjust in priority the most severe compression problems of meritorious individuals as identified by departments and colleges.
c. In view of anticipated budget limitations, we do not recommend that the University try to increase the average BGSU salaries to the 60th percentile this year. However, we do recommend that an explicit policy be developed to establish a designated budget pool to adjust salaries to this level over the next three to five years, as previously recommended.

Only if the anticipated small increase in overall university budget this year is firm, do we recommend increasing BGSU's "competitive edge" in 1984-85 to a very limited extent by responding to the most severe market and compression problems, and by maintaining BGSU's existing competitive position in other areas.

We estimate the additional costs for FY 84-85 to be:

1. (for a and b above) Market and compression adjustments will require a total of approximately $90,000.

2. In 1982-83 it would have taken approximately $1,560,000 in additional faculty salary increments to bring our salaries to the 60th percentile of AAUP Category I institutions. It would have taken in the same year approximately $2,440,000 in additional faculty compensation (salary + benefits) to bring BGSU to the 60th percentile level in faculty compensation. For 1984-85 the cost of each 1% overall increase in average salary (+ retirement) would be $334,000 for University salaried employees, so on the order of $3,000,000 would be required to bring BGSU to the 60th percentile of Category I compensation.

As an approach to improving faculty salaries, we recommend that a special fund exceeding $500,000 be established for each of the next three or more years -- adequate for the purposes of achieving the 60th Category I percentile level. We reemphasize that this pool should be
in addition to the increment required to maintain BGSU faculty salaries at the national average percentage salary increments at other Category I institutions, and that it should continue each year until the 60th percentile level is reached.

Although this committee was not able to obtain and compile reliable, comparable data on faculty salaries separated by discipline (or field, knowledge, skill, etc) in peer institutions, we believe that such information will lead to a more equitable determination of market adjustments. Therefore, we recommend that (1) efforts be made to obtain reliable data of this sort during the next year (Note that the $30,000 figure for compression/market adjustment is a very "soft" figure based on an inadequate, incomplete survey of needs.) and (2) the allocation of compression/market adjustments be made by colleges or schools and departments with careful attention to equity, merit, and guided by the definitions of compression and market adjustments we have made in this report.

In subsequent years, until the goal of 60th percentile among Category I institutions is achieved, we recommend that the University Budget Committee, the Faculty Senate Budget Committee, and others involved in the university's budgeting process give salary increments the highest priority of all salary-related demands on the university budget, as detailed above.

In view of the apparently higher ratio of benefits to salary in faculty compensation at most competing universities than at BGSU, it may be that changes in the benefit package can be found that would make our faculty compensation more competitive at a lesser cost (such as the University "pick up" of STRS payments). Therefore, we further recommend that an ad hoc committee with representation from both the administration and from the Senate
Faculty Welfare Committee be formed to study BGCU's benefit package and to make recommendations for enhancing it.

This committee also notes that our study of salary data was limited to salaries of full-time faculty, for which comparative data are available. There are indications that the salaries of part-time continuing faculty, who tend not to share in pools of merit monies or benefits packages, have trailed inflation to a greater degree than full-time faculty. Therefore, we recommend that a separate committee be established to review the benefits for part-time continuing faculty.

Finally, it is our strong belief that salary adjustments for current faculty must relate both to market factor and to merit. Even within an academic unit that competes strongly with non-academic employers for faculty, an individual with little merit will be unmarketable, and individual marketability correlates strongly with individual merit within any discipline. An appropriately functioning system of merit will, therefore, respond in some degree to marketability of the faculty within a discipline. It is critical, in this regard, that departments, schools and colleges have clear and equitable guidelines for determining merit increments. We recommend that market or compression adjustments be awarded to continuing faculty within academic units only in cases where the adjustment conforms both to documented salary differentials and to a record of meritorious contributions according to department, school or college guidelines.

All AAUP data on the following figures are from the annual salary reports of the American Association of University Professors as published in Academe.

VPAA:4/26/84
SALARY NORMALIZED TO CPI 1970

FIGURE 1

SALARIES AT BGSU normalized to CPI 1970 (CPI = 10) in 1970
AAUP RATINGS OF BGSU
FACULTY COMPENSATION
1969-70 to 1982-83

(HIGHEST) 1

(LOWEST) 5

PROFESSOR
ASSOC PROF
ASST PROF

FIGURE 2
1982-83 Average Salaries -- Assistant Professor
AAUP Category 1

Dollars (in Thousands)

1981-82 1982-83

Percentile

95th ($26,410) 95th ($26,210)
80th ($24,570) 80th ($23,640)
60th ($22,530) 60th ($23,650)
40th ($21,769) 40th ($23,010)
20th ($21,720) 20th ($21,890)

Residential Universities with Enrollment < 20,000
Other State Universities
Private Schools

Miami U. 21.9
Ohio U. 22.0
Kent State 22.3
BGSU 22.4
U. of Toledo 22.9
Akron 23.2
Cincinnati 23.7
Case Western 23.7
Ohio State 26.0
1982-83 Average Compensation -- Assistant Professor
AAUP Category 1

Dollars (in Thousands)

Percentile

1991-82

1982-83

95th ($31,790)
90th ($31,730)
85th ($32,560)
80th ($32,700)
75th ($32,950)
60th ($29,550)
50th ($27,100)
40th ($25,800)
20th ($25,590)

Residential Universities with Enrollment < 20,000
Other State Universities
Private Schools

Ohio U. 26.1 26.6
Kent State 26.7
Miami U. 26.8
Akron 28.3
Case Western 28.5
U. of Toledo 28.9
Cincinnati 29.2
Ohio State 31.1

FIGURE 6
### 13-State Salary Study
#### 1983 Academic Year

<table>
<thead>
<tr>
<th>State</th>
<th>Professor Average Salary</th>
<th>Professor Ave. Sal. Rank</th>
<th>Professor Increase</th>
<th>Associate Average Salary</th>
<th>Associate Ave. Sal. Rank</th>
<th>Associate Increase</th>
<th>Assistant Average Salary</th>
<th>Assistant Ave. Sal. Rank</th>
<th>Assistant Increase</th>
<th>Instructor Average Salary</th>
<th>Instructor Ave. Sal. Rank</th>
<th>Instructor Increase</th>
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</thead>
<tbody>
<tr>
<td>Indiana State</td>
<td>$39,528</td>
<td>12</td>
<td>6.02%</td>
<td>$26,460</td>
<td>13</td>
<td>6.56%</td>
<td>$20,443</td>
<td>13</td>
<td>6.56%</td>
<td>$915,189</td>
<td>11</td>
<td>6.66%</td>
</tr>
<tr>
<td>Ball State</td>
<td>$31,479</td>
<td>9</td>
<td>4.70%</td>
<td>$28,291</td>
<td>9</td>
<td>5.70%</td>
<td>$20,258</td>
<td>12</td>
<td>7.00%</td>
<td>$14,192</td>
<td>13</td>
<td>4.70%</td>
</tr>
<tr>
<td>Central Michigan</td>
<td>$33,976</td>
<td>6</td>
<td>9.09%</td>
<td>$27,557</td>
<td>3</td>
<td>8.78%</td>
<td>$23,691</td>
<td>1</td>
<td>9.19%</td>
<td>$19,078</td>
<td>3</td>
<td>9.56%</td>
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<tr>
<td>Eastern Michigan</td>
<td>$32,725</td>
<td>7</td>
<td>7.27%</td>
<td>$26,235</td>
<td>7</td>
<td>8.51%</td>
<td>$22,042</td>
<td>4</td>
<td>9.97%</td>
<td>$15,871</td>
<td>9</td>
<td>10.73%</td>
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<tr>
<td>Bowling Green State</td>
<td>$28,403</td>
<td>2</td>
<td>7.29%</td>
<td>$28,299</td>
<td>1</td>
<td>7.97%</td>
<td>$22,593</td>
<td>3</td>
<td>8.59%</td>
<td>$17,085</td>
<td>5</td>
<td>9.29%</td>
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<tr>
<td>Miami of Ohio</td>
<td>$35,099</td>
<td>1</td>
<td>0.99%</td>
<td>$27,000</td>
<td>4</td>
<td>7.50%</td>
<td>$21,894</td>
<td>7</td>
<td>8.43%</td>
<td>$19,416</td>
<td>1</td>
<td>7.35%</td>
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<tr>
<td>Ohio University</td>
<td>$33,960</td>
<td>5</td>
<td>9.50%</td>
<td>$26,009</td>
<td>5</td>
<td>9.20%</td>
<td>$21,030</td>
<td>5</td>
<td>11.00%</td>
<td>$17,129</td>
<td>6</td>
<td>8.52%</td>
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<td>University of Toledo</td>
<td>$35,129</td>
<td>3</td>
<td>0.07%</td>
<td>$27,695</td>
<td>2</td>
<td>0.07%</td>
<td>$22,755</td>
<td>2</td>
<td>0.07%</td>
<td>$19,259</td>
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<td>0.07%</td>
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<td>Kent State</td>
<td>$34,519</td>
<td>4</td>
<td>11.35%</td>
<td>$26,214</td>
<td>6</td>
<td>12.22%</td>
<td>$22,130</td>
<td>8</td>
<td>12.70%</td>
<td>$17,378</td>
<td>8</td>
<td>12.16%</td>
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<td>Northern Illinois</td>
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<td>8</td>
<td>0.04%</td>
<td>$25,085</td>
<td>0</td>
<td>0.01%</td>
<td>$20,563</td>
<td>10</td>
<td>0.55%</td>
<td>$14,378</td>
<td>12</td>
<td>1.73%</td>
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<td>Southern Illinois</td>
<td>$31,573</td>
<td>16</td>
<td>2.05%</td>
<td>$24,820</td>
<td>12</td>
<td>2.00%</td>
<td>$20,257</td>
<td>11</td>
<td>1.80%</td>
<td>$17,089</td>
<td>7</td>
<td>2.00%</td>
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<td>Illinois State</td>
<td>$31,067</td>
<td>11</td>
<td>2.10%</td>
<td>$29,918</td>
<td>11</td>
<td>1.70%</td>
<td>$20,819</td>
<td>9</td>
<td>1.60%</td>
<td>$16,657</td>
<td>10</td>
<td>1.20%</td>
</tr>
</tbody>
</table>

| Average Salary               | $39,075                   | 5                        | 5.05%              | $26,153                  | 5.42%                    | $21,567                  | 5.99%                    | $17,713                  | 5.68%                |

**Difference**
- **High to Low**
  - Professor: $5,071
  - Associate: $4,789
  - Assistant: $2,250

- **High to ISU**
  - Professor: $5,511
  - Associate: $2,250
  - Assistant: $4,227

- **Ave. to ISU**
  - Professor: $7,490
  - Associate: $1,093
  - Assistant: $2,020

*Survey conducted by Indiana State University*

*Mid-American Conference Schools*
Average Salary by Rank 1982-83

<table>
<thead>
<tr>
<th>Rank</th>
<th>AAUP Category I (60th percentile)</th>
<th>BGSU</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor</td>
<td>40,340</td>
<td>36,043</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>29,260</td>
<td>23,249</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>23,650</td>
<td>22,393</td>
</tr>
<tr>
<td>Instructor</td>
<td>19,100</td>
<td>17,986</td>
</tr>
</tbody>
</table>
RANK DISTRIBUTION COMPARISONS

PROFESSORS

ASSOC. PROFS.

ASST. PROFS.

INSTRUCTORS

SOURCE: Academe, published by AAUP
Results from the part-time employees' survey campus wide:
Out of 125, we received 82 responses.

1) Would you be willing to buy health insurance thru BGSU if it were made available at a group rate?
   yes - 66  l - not sure  no - 15
   Comments: Most comments made were that if their spouse had health insurance, they really were not interested, however, if something should happen to their spouse they felt that they should have the option of health insurance thru the University.

2) Would you be willing to buy term life insurance thru BGSU if it were made available at a group rate?
   yes - 45  no - 30 (not answered by all)
   Comments: Not a lot of interest in this benefit as first thought. Most have their own life insurance thru their spouse.

3) Would you want a portion of your health insurance paid (pro-rated according to the amount of hours you work: each pay period) with you paying the remaining portion?
   yes - 68  l not sure  no - 10
   Comments: This was one of the very most important Benefit to the part-time employees.

4) Are you aware that there are BGSU full-time employees that do receive ALL benefits even though they only work nine months out of the year?
   yes - 42  no - 40
   Comments: Everyone seemed to agree that this is very discriminating on the part of BGSU. Benefits should include ALL part-time employees.

5) Are you aware that there are many nine month (academic) part-time employees who do work summers, even though their regular jobs are classified as nine month positions?
   yes - 28  no - 54
   Comments: It was surprising how many people did not know that many nine month part-time employees do work summers.
6) In a memo dated September 7, 1984 it was announced that "permanent part-time classified staff employed on a fiscal year would earn vacation time on a pro-rated basis depending on the amount of hours worked per pay period". Do you agree that the word "Fiscal" should be removed from this statement and that ALL part-time employees of BGSU should receive pro-rated vacation benefits?

   yes - 76       no - 6

Comments: The consensus here was very clear - if BGSU gives academic (nine month) full time all benefits, then there should be no difference made between "academic" and "fiscal" part-time employees. Therefore, ALL part-time employees should accrue vacation, pro-rated as to hours worked per pay period!

7) Do you believe that after you have been employed by BGSU for the 10,400 hours, which equals five full-time years of service you should receive a fee waiver for dependants which would of course be pro-rated with maybe a little higher cost to You?

   yes - 70       no - 7 not answered by all

Comments: We believe this would be a sound program as it could generate some monies for the university and it would also give some students a chance to attend college, or may not otherwise have the opportunity.
SECTION II

Results from the survey of other state supported universities in Ohio, regarding part-time benefits offered:
Of the twelve surveys mailed, nine have been received.

1) What is your definition of a part-time employee at your institution?
   8 - Less than forty hours per week worked.
   1 - Thirty-two hours per week or less.

2) Do you distinguish between "fiscal" (12 month) versus "academic" (9 month) part-time employees?
   3 - yes
   6 - no

3) Do you offer any insurance benefits to your part-time employees?
   2 - no
   7 - yes, but some pay half

4) Do your part-time employees receive any type of instructional fee waiver for their dependant children?
   8 - no
   1 - yes

5) What percentage of your employees are part-time?
   13% to 25% was the average answer

6) Are your classified (full or part-time) employees affiliated with any union?
   1 - no
   8 - yes

INDIVIDUAL ANSWERS TO SURVEY:

Cleveland State University:
1) Less than forty hours per week:
   2) no
   3) yes - University pay all
   4) no
   5) ?
   6) yes

Medical College:
1) Less than 40 hours
   2) yes
   3) employee pays half of insurance
   4) no
   5) 25%
   6) yes

Ohio University
1) Less than 40 hours
   2) no
   3) yes, if employee works 20 hours or more per week. Must pay half
   4) no
   5) 6%
   6) yes

University of Akron
1) Less than 40 hours
   2) yes
   3) no
   4) no
   5) 10%
   6) no
Results from state supported universities survey cont'

Ohio State University:
1) Less than 40 hours
2) no
3) 20 hours or more-no charge
   20 hours or less-may purchase insurance
4) no
5) 15%
6) yes

Kent State:
1) Less than 40 hours
2) no
3) no
4) no
5) 5%
6) yes

Miami University:
1) 32 hours per week for
   9 months or more is
   considered full time.
2) Only if employee works
   less than 32 hours per
   week.
3) Yes, after five years of
   service would receive
   life insurance (2x annual
   salary - minimum $5,000.00
   Employees may pay group
   rate premiums for health
   insurance.
4) no
5) 7%
6) yes

**Please note that at the universities where part-time employees enjoy all benefits there is a union.**
SECTION III

Based on campus surveys of part-time employees at BGSU and surveys of other state supported universities in Ohio, the sub-committee for part-time employees submits the following proposals, in order of priority, for changes in benefits provided to part-time employees at BGSU.

1) In a memo dated September 7, 1984 it was announced that "permanent part time classified staff employed on a "fiscal" year would earn vacation time on a pro-rated basis depending on the amount of hours worked per pay period." The committee proposes that the word "fiscal" be removed from this statement and that ALL part-time employees should receive the same benefits, including pro-rated vacation time. The committee believes that since no distinction is made between nine month and twelve month full-time employees, that there should likewise be no distinction between nine month and twelve month part-time employees. Note also, that seven of the nine universities that responded to the questionnaire do not distinguish between academic and fiscal year employees.

2) The committee proposes that health insurance benefits be paid for part-time employees, pro-rated according to the number of hours worked per pay period. Based on information received from other state universities, part-time employees who work thirty-two hours per week or more receive the same benefits as full-time employees.

3) The committee proposes that after 10,400 hours of service (five full years) all part-time employees should receive a pro-rated fee waiver for their dependant children. This would not only generate monies in the future for BGSU, but would also permit more dependants of employees to attend the university.
MEMORANDUM

TO: Dr. Karl Vogt, Vice President
    Operations

FROM: Classified Staff H.B. #309 Committee

RE: Pay Structure Plan

Considerations for the Modified Pay Structure Plan:

1. Job Description = Function

   It will be necessary to review all job descriptions within the University to see that they reflect the skills and functions of the position.

2. Survey of Job Titles into Salary Ranges

   After each job description accurately reflects the function of the position it will be necessary then to do a survey of job titles and apply a salary range to each one of these. This survey should take in approximately a 30-35 mile radius of the town of Bowling Green/Huron. The survey will be designed to show what the market value for the skill and the function of each position is worth.

3. Rolling Classifications Together

   After the survey takes place and the job description accurately reflects the function of the position we will then apply a point system to each classification and try to fit them within a minimum number of pay ranges. This will necessitate rolling classifications such as Account Clerk I, II and III into an Account Clerk position. This particular example may have a minimum and maximum point in two different places that will necessitate additional job duties and skills to go to the next highest level.

4. Levels that Depend on Fair Performance Standards

   Between the minimum and maximum for each job the percentage of increase will be greater between the minimum and mid point and the percentage of increase will be less between the mid and maximum point of the job. Even though the percentages will be
4. Levels that Depend on Fair Performance Standards (continued)

less, it could be that the dollar amount awarded each year will be greater. A system of acceptable performance standards will be put in which will be clearly defined so that the employee and supervisor knows what is expected and how it should be measured. With the equity of this system, then levels will not be automatic but given only for those employees who are doing average work and above. No pay raise will be given to an employee who has less than an average rating. It is extremely important, therefore, that this plan and implementation of merit be fair, equitable, consistent and clear to all.

5. Area Ranges with Mid Point Market Value

It is recognized by the group that there comes a time when a particular job is worth so much. Each pay range will have established a minimum, which is some percentage below the mid point, and a maximum which is an equal percentage above the mid point. It will be the responsibility of the survey team to ascertain job worth and at that point a range will be established for each position. It should be noted that there is great concern with employees currently in positions, and especially at the top step, of how the market value will affect them.

6. Cola Adjustment

Cost of living adjustment will be made to the pay ranges. A person who has exceeded the maximum of the pay range may be eligible only for a portion of the cola, but the consultants will address this further. The cola does not guarantee an annual increase. It should be well noted that there is great concern for equitable handling of current positions and individuals that fill them.

7. Bonus/Award System

A plan is to be constructed by the consultants and the Operations area which will be as fair and equitable as possible to all. The idea behind the bonus/award system is to help people receive a financial share of savings that their department or their suggestions create and that these savings will be paid out of reduced operating and personnel costs. It should be well noted that there is concern on the classified staff's part of the fairness of such a system to all. The consultants are being asked, along with the Operations area, to detail a plan that would make this happen.
Dr. Vogt
Page 3
December 16, 1985

It will be the Operations area responsibility to devise the detail of what has been requested and approved so that the Classified Staff H.B. #309 Committee can view these and express any concerns that surface.

bss
Administrative Staff Council

Proposed changes to employee life insurance coverage were discussed at the Dec. 5 meeting of the Administrative Staff Council.

Council members were asked to review three proposals with their constituents and report back at the council's next meeting on Jan. 16. Administrative employees were to be sent an explanation of the three alternatives regarding life insurance.

Under one proposal there would be little change to current policy. Employees would continue to pay for insurance worth two and one-half times their salaries, but the rates would be determined over a wider range. Thus, some employees, mostly those with low salaries, would pay less and others, those with high salaries, would pay more for their coverage.

Another proposal would have the University pay for insurance worth one times an employee's salary, at a minimum coverage of $30,000 up to a maximum of $50,000. Additional coverage up to one and one-half times the salary would be optional at the employee's expense. Rates for additional coverage would be determined by age, with younger employees getting cheaper rates and older employees paying a higher rate.

The third option would have the University pay one times an employee's salary up to $50,000 and employees would be mandated to buy one and one-half times the salary up to a maximum coverage of $150,000. Rates for the additional insurance would be determined per thousand dollars of salary.

In other matters, council met with Sharon Stuart, chair of the Classified Staff Council, as part of its program to increase communication between different areas of the campus community.

Stuart said the classified staff shares many of the same concerns as administrative employees, including pay, benefits and working conditions. But, she said, some classified employees feel threatened by administrative staff. "We don't want to be perceived in an adversarial role," she said.

"Bowling Green is a nice home," she said. "We like our job, but we also like to be treated with respect as human beings for the job we do." When asked about the new policy, she said she could not discuss possible changes to the classified pay system because the issue is in the hands of a committee.

In other issues, the Administrative Staff Council was told an ad hoc committee was being formed to look at the Public Employees Retirement System (PERS) if legislation being considered by Congress goes into effect. Any administrative staff member wishing to serve on the committee should contact Joseph Martin, bursar, who will serve as chair.

Council was told that a January staff workshop will cover "Planning change within organizational development." A date for the workshop has not been set.
Proposed rates for additional term life insurance to be purchased by employee in addition to amount purchased by BGSU.

<table>
<thead>
<tr>
<th>AGE</th>
<th>Rate/Thousand</th>
<th>+ .06 AD&amp;D</th>
</tr>
</thead>
<tbody>
<tr>
<td>under 35</td>
<td>.09</td>
<td>.15</td>
</tr>
<tr>
<td>35-39</td>
<td>.15</td>
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<td>.48</td>
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<td>.78</td>
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<tr>
<td>55-59</td>
<td>1.24</td>
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<tr>
<td>60-64</td>
<td>1.38</td>
<td>1.44</td>
</tr>
<tr>
<td>65-69</td>
<td>2.17</td>
<td>2.23</td>
</tr>
</tbody>
</table>
$20,000 age 30 ---

A. Present: $50,000 insurance

Cost - $270.00 tax free deduction.

B. Same system as present but with more equitable rates:

Cost: $188.00

C. Original proposal: Univ buys $30 K
and individuals purchases remainder
at .15 per thousand x 20 x 12 months = $36.00

Salary of $20,000

= 36

19,964.

D. Original but compulsory purchase of
addition 1½ times salary

20 K x .31 x 12 months == 74.4

Salary of $20,000

= 75

19,925.
### Without Waiver of Premium over 50% Participation

<table>
<thead>
<tr>
<th>Age</th>
<th>Rate/$1000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 35</td>
<td>.08</td>
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<td>40-44</td>
<td>.15</td>
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<tr>
<td>55-59</td>
<td>.74</td>
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<tr>
<td>60-64</td>
<td>1.13</td>
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### Without Waiver of Premium 35-50% Participation

<table>
<thead>
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<th>Rate/$1000</th>
</tr>
</thead>
<tbody>
<tr>
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<td>.09</td>
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<tr>
<td>35-39</td>
<td>.10</td>
</tr>
<tr>
<td>40-44</td>
<td>.16</td>
</tr>
<tr>
<td>45-49</td>
<td>.28</td>
</tr>
<tr>
<td>50-54</td>
<td>.49</td>
</tr>
<tr>
<td>55-59</td>
<td>.82</td>
</tr>
<tr>
<td>60-64</td>
<td>1.26</td>
</tr>
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### With Waiver of Premium over 50% Participation

<table>
<thead>
<tr>
<th>Age</th>
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</tr>
</thead>
<tbody>
<tr>
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<td>.09</td>
</tr>
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<td>35-39</td>
<td>.12</td>
</tr>
<tr>
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<td>.34</td>
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<td>.59</td>
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<tr>
<td>55-59</td>
<td>1.02</td>
</tr>
<tr>
<td>60-64</td>
<td>1.56</td>
</tr>
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</table>

### With Waiver of Premium 35-50% Participation

<table>
<thead>
<tr>
<th>Age</th>
<th>Rate/$1000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 35</td>
<td>.10</td>
</tr>
<tr>
<td>35-39</td>
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<tr>
<td>40-44</td>
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</tr>
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<td>55-59</td>
<td>1.13</td>
</tr>
<tr>
<td>60-64</td>
<td>1.72</td>
</tr>
</tbody>
</table>
These are possibilities based on two proposed plans. Do not hesitate to suggest others.

**Insurance Committee**

**Proposed Distribution Under Current Insurance Plan**

<table>
<thead>
<tr>
<th>No.</th>
<th>Average</th>
<th>Plan A</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.  - 20,000</td>
<td>(117) 17,200</td>
<td>120.00</td>
</tr>
<tr>
<td>II. 20,001 - 25,000</td>
<td>(157) 22,600</td>
<td>188.00</td>
</tr>
<tr>
<td>III. 25,001 - 30,000</td>
<td>(190) 27,800</td>
<td>242.40</td>
</tr>
<tr>
<td>IV. 30,001 - 35,000</td>
<td>(191) 32,600</td>
<td>306.00</td>
</tr>
<tr>
<td>V. 35,001 - 40,000</td>
<td>(177) 37,400</td>
<td>326.40</td>
</tr>
<tr>
<td>VI. 40,001 - 50,000</td>
<td>(186) 44,300</td>
<td>387.24</td>
</tr>
<tr>
<td>VII. 50,001 -</td>
<td>(73) 58,000</td>
<td>506.40</td>
</tr>
</tbody>
</table>

Plan B *Totally New*

The University will pick up one times the employee's salary to $50,000; the employee will be mandated to buy one and one-half the salary to $150,000. The cost per category, based on a negotiated rate per thousand and at our current rate, will be:

<table>
<thead>
<tr>
<th>Salary Range</th>
<th>Average Salary in the Range</th>
<th>Cost of Insurance Per Average Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. - 20,000</td>
<td>$11,200</td>
<td>27.36</td>
</tr>
<tr>
<td>II. 20,001 - 25,000</td>
<td>22,600</td>
<td>81.96</td>
</tr>
<tr>
<td>III. 25,001 - 30,000</td>
<td>27,800</td>
<td>132.36</td>
</tr>
<tr>
<td>IV. 30,001 - 35,000</td>
<td>32,600</td>
<td>182.76</td>
</tr>
<tr>
<td>V. 35,001 - 40,000</td>
<td>37,400</td>
<td>255.12</td>
</tr>
<tr>
<td>VI. 40,001 - 50,000</td>
<td>44,300</td>
<td>357.00</td>
</tr>
<tr>
<td>VII. 50,000 -</td>
<td>58,000</td>
<td></td>
</tr>
</tbody>
</table>
Federal income tax regulations require that income tax be paid on group life insurance protection in excess of $50,000. The amount is determined by 1) the following federal table, and 2) less the amount contributed by the employee (the amount of your payroll deduction for "Group Insurance"):  

**Federal Income Tax Insurance Rates**

<table>
<thead>
<tr>
<th>Age At End Of Tax Year</th>
<th>Cost Per $1,000 Of Protection For 1-Month Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 30</td>
<td>8 Cents</td>
</tr>
<tr>
<td>30 to 34</td>
<td>9 Cents</td>
</tr>
<tr>
<td>35 to 39</td>
<td>11 Cents</td>
</tr>
<tr>
<td>40 to 44</td>
<td>17 Cents</td>
</tr>
<tr>
<td>45 to 49</td>
<td>29 Cents</td>
</tr>
<tr>
<td>50 to 54</td>
<td>48 Cents</td>
</tr>
<tr>
<td>55 to 59</td>
<td>75 Cents</td>
</tr>
<tr>
<td>60 to 64</td>
<td>$1.17</td>
</tr>
</tbody>
</table>

The amount of the payroll deduction was increased effective September 1, 1985; therefore, the 1984 and 1985 annual rates are provided below:

<table>
<thead>
<tr>
<th>Salary</th>
<th>1984 Rates</th>
<th>September 1, 1985 Rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below $12,000</td>
<td>$129</td>
<td>$184</td>
</tr>
<tr>
<td>12,000 - 16,999</td>
<td>147</td>
<td>210</td>
</tr>
<tr>
<td>17,000 - 21,999</td>
<td>189</td>
<td>270</td>
</tr>
<tr>
<td>22,000 - 26,999</td>
<td>219</td>
<td>313</td>
</tr>
<tr>
<td>27,000 and Over</td>
<td>279</td>
<td>399</td>
</tr>
</tbody>
</table>

As illustrated by the four examples below, only the older and/or higher salaried employees would pay additional federal income tax for insurance protection in excess of $50,000.

1) $30,000 salary, age 45.
$30,000 x 2½ = $75,000 insurance ($25,000 above exemption)
$.29 per month = $3.48 annual cost per thousand
$25,000 x $3.48 = $87 annual cost (federal tax rate)
$30,000 - $399 payroll deduction + $87 cost = $29,688 taxable income

2) $40,000 salary, age 50.
$40,000 x 2½ = $100,000 insurance ($50,000 above exemption)
$.48 per month = $5.76 annual cost per thousand
$50,000 x $5.76 = $288 annual cost (federal tax rate)
$40,000 - $399 payroll deduction + $288 cost = $38,889 taxable income

3) $50,000 salary, age 55.
$50,000 x 2½ = $125,000 insurance ($75,000 above exemption)
$.75 per month = $9.00 annual cost per thousand
$75,000 x $9.00 = $675 annual cost (federal tax rate)
$50,000 - $399 payroll deduction + $675 cost = $50,276 taxable income
4) $60,000 salary, age 60.
   $60,000 x 2½ = $150,000 insurance (maximum) -- $100,000 above exemption
   $1.17 per month = $14.04 annual cost per thousand
   $100,000 x $14.04 = $1,404 annual cost (federal tax rate)
   $60,000 - $399 payroll deduction + $1,404 cost = $61,005 taxable income

Notes: State income tax is also applicable on insurance in excess of $50,000.

Because of lower payroll deductions for group insurance in 1984, higher federal income tax would have been paid in 1984.

11/12/85
PROPOSED 86-87 CLASSIFIED STAFF LOAD

Suggested 86-87 Classified Staff Pay Increase

Nbr of Classified Staff at end of steps:

| Classification | Nbr of Staff | Total Nbr
|----------------|-------------|-----------|
| 717.5 (70% of total Classified Staff) | 1025 people total

Proposed increase of 10% for 70% of Classified Staff: $8,420,985 * 10% = $842,099 (2)

Nbr of Classified Staff in steps:

| Classification | Nbr of Staff | Total Nbr
|----------------|-------------|-----------|
| 307.5 (30% of total Classified Staff) | 30% of $12,029,978 = $3,789,443

Proposed increase of 5% for 30% of Classified Staff: $3,789,443 * .05% = $180,450 (3)

Plus 1% normal step increase:

| Classification | Nbr of Staff | Total Nbr
|----------------|-------------|-----------|
|                | 462,691     | $643,141 (5) Total new money

WAGE INCREASE AMOUNT ONLY

| Classification | Amount
|----------------|--------|
|                | $1,485,240 (6) *

BENEFITS (to adjust university's fixed expense for benefits, increase in wages also increases benefits expense. (Estimated at 15% of new Monies).

| Classification | Amount
|----------------|--------|
|                | $1,485,240 (6) *

<table>
<thead>
<tr>
<th>Classification</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$222,786 (7)</td>
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</table>

TOTAL NEW FUNDING PROPOSED:

<table>
<thead>
<tr>
<th>Classification</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$1,708,026 (8)</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Classification</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$12,029,978 (1)</td>
</tr>
<tr>
<td></td>
<td>$1,708,026 (6)</td>
</tr>
</tbody>
</table>

TOTAL 86-87 PROPOSED CLASSIFIED BUDGET LOAD

<table>
<thead>
<tr>
<th>Classification</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$13,738,004</td>
</tr>
</tbody>
</table>

* Many have received a double increase with approved pay increases. They receive either a percentage/cents (whichever is greater) and a step increase. The percentage of the step increase varies depending upon the pay range.
BREAKDOWN OF WAGE INCREASE PERCENTAGE

10% =
4.0 percent for inflation
4.0 percent to build in a step increase
2.0 percent to adjust for not receiving 7% in '85

9% =
4.0 percent for normal step increase
4.0 percent for inflation
1.0 percent to adjust for not receiving 7% in '85
MEMORANDUM

TO: Dr. Eloise Clark  
Chair, University Budget Committee

FROM: Gregg DeCrane  
Chair, Administrative Staff Council

DATE: January 21, 1986

SUBJECT: Salary Increase Recommendation

It has been brought to my attention, by way of a memo from Susan Caldwell, that the Administrative Staff Council may present annual salary increase recommendations to the University Budget Committee. This is certainly a welcomed opportunity and one that in future years we hope to participate in from the beginning. In regard to the current year's budget process, it is the Administrative Staff Council's recommendation that the Administrative Staff maintain its position of being considered in the same salary pool as the faculty. This is in light of past relationships with the faculty in regards to salaries and the yet to be finalized report of the Ad Hoc Committee on Salary Increment Policy.

GD: dkh

ASC/2
MEMORANDUM

TO: Dr. Christopher Dalton  
   Chair, Faculty Senate Budget Committee

FROM: Gregg DeCrane  
       Chair, Administrative Staff Personnel

DATE: January 21, 1986

SUBJECT: Salary Increase Recommendations

It has been brought to my attention, by way of a memo from Susan Caldwell, that the Administrative Staff Council may present annual salary increase recommendations to the Faculty Staff Budget Committee. This is certainly a welcomed opportunity and one that in future years we hope to participate in from the beginning. In regard to the current year's budget process, it is the Administrative Staff Council's recommendation that the Administrative Staff maintain its position of being considered in the same salary pool as the faculty. This is in light of past relationships with the faculty in regards to salaries and the yet to be finalized report of the Ad Hoc Committee on Salary Increment Policy.

GD: dkh

ASC/2
MEMORANDUM

TO: Dr. Karl Vogt, Vice President for Operations
FROM: Classified Staff Council
       Sharon Stuart, Chair
SUBJECT: Classified Employee Survey

Last month a survey of full-time and part-time classified employees was conducted by the Classified Staff Council. The purpose of the survey was to determine the extent of the feelings of classified employees on several issues which had often been brought to the attention of CSC representatives by our co-workers.

Enclosed is a copy of the complete survey along with the number of responses we received to each question. There were 846 surveys completed but not every question was answered on each survey. The percentages indicated below were calculated based upon the total number of surveys returned.

You have already received the CSC's recommendation that summer hours of a 4 1/2 day work week should again be implemented based upon the high number (72%) of employees favoring this schedule (question 1). The survey further indicated that 53% of the classified employees were interested in a four-day work week during the summer (question 3). The CSC's recommendation that the university experiment with this option has also been sent to you.

Members of the CSC have heard several complaints concerning the Monitor so a set of questions was directed to this topic. The information we received was quite positive with strong support that job listings continue to be listed in the Monitor (74%). We are also notifying Mr. Paul Posty of the following items which classified employees have indicated they would like to see in the Monitor:

- Transfers and promotions of classified employees (56%)
- Names of retiring employees (52%)
- Return of classified advertisements (46%)

We would like to draw your attention to questions 10, 15, 17 and 18 which had strong employee interest:

- Question 10 indicated that 65% of the respondents are in favor of having personal day(s) available to them.
- Question 15 indicated that 73% of the respondents would shop at the University Bookstore more often if the employee discount was increased.
- Question 17 indicated that 84% of the respondents believe annual physical examinations should be included in our insurance coverage.
- Question 18 indicated that 72% of the respondents feel there should be a reward for not using their sick leave.
Question 20 allowed each classified employee to state any benefit(s) which they felt they should receive. The comments and the number of responses received are listed on the attached page. Highlights of these comments were:

- Use of a prescription card (54)
- Longevity, merit, or bonus pay (36)
- Need for better parking accommodations (25)
- Pro-rated benefits for part-time employees (21)

We look forward to working with you on some of these ideas in the future.
The Classified Staff Council (CSC) would like to have the opinions of classified employees on the following topics. Please complete the questions below and return them in campus mail to the address indicated on the back by January 20, 1985.

**Summer Hours**

1. Do you like the university's summer hours whereby normal work hours are nine hours Monday through Thursday and four hours on Friday.

   - 612 Yes
   - 104 No
   - 89 N/A

2. How does the summer hour schedule affect your ability to get your job done?

   - 132 Easier to do job
   - 51 Harder to do job
   - 595 No effect

3. Would you be interested in working ten hours a day during the summer (e.g. Monday through Thursday) in order to get a three day weekend?

   - 449 Yes
   - 237 No
   - 111 Doesn't matter

**Monitor**

4. Do you receive the Monitor at your job location?

   - 774 Yes
   - 25 No
   - Sometimes = 4

5. If you do not receive the Monitor at your job location, please tell us why you think you do not receive it at work?

   See Attached Listing

6. How often do you read the Monitor?

   - 728 Every week
   - 40 2-3 times a month
   - 14 1 a month
   - 35 Rarely

7. Do you feel the Monitor covers your interests as an employee newspaper?

   - 608 Yes
   - 129 No
   - Sometimes = 10

8. Place a mark before any of the following ideas which you feel should be included in the Monitor?

   - 389 Classified advertisements
   - 623 Continuation of job listings
   - 475 Transfers/promotions
   - 141 Employees no longer at the University
   - 438 Retiring employees
   - Other: See Attached Listing

9. Describe below any sections of the Monitor which you never read?

   See Attached Listing
Holidays

10. What additional holidays would you like to have?
   333 Good Friday  370 Birthday  547 Personal Day

11. Does your job keep you busy during the week between Christmas and New Year's?
   558 Yes  203 No

Child Care

12. Do you believe the University should have child care facilities available on campus for the children of employees?
   430 Yes  117 No  250 N/A

13. Do you have trouble finding adequate child care services while you are at work?
   134 Yes  181 No  413 N/A Occasionally = 7

Bookstore

14. Indicate below the number of trips per year you make to the University Bookstore for personal purchases?
   235 Monthly  280 Once a semester  161 Yearly  Never = 22

15. Would you shop at the University Bookstore more often if the employee discount was increased?
   613 Yes  126 No  Maybe = 13

Miscellaneous

16. Do you believe there should be an annual holiday party for all classified employees?
   419 Yes  342 No  Not sure = 3

17. Do you believe annual physicals should be covered under our insurance policy?
   708 Yes  86 No

18. Should there be a reward for not using sick leave?
   608 Yes  187 No

19. Would you like to receive a newsletter from the Classified Staff Council?
   519 Yes  53 No  221 Doesn't matter

20. Indicate below any other benefits which you think you should receive.

   See Attached Listing
5) Reasons for not receiving the Monitor at work:

Supervisor never brings it around - 5
Goes to department office - 1
Doesn't make it to the break room - 1
Brought to building but not the employee's area - 1
Not posted on bulletin board - 1

8) Other items that should be included in the Monitor:

Birthdays listed - 2
Legislation news - 2
Employee opinion column - 2
Workshops/training seminars - 2
Firelands articles - 1

9) Sections of the Monitor which are not read:

Faculty/Staff Presentations/Publications - 33
Faculty/Staff Grants - 15
Faculty/Staff Job Listings - 11
Main features - 3
Trustee notes - 1

20) Other benefits which you think you should receive:

Prescription card - 54
Longevity/merit/bonus pay - 36
Better parking - 25
Pro-rated benefits for part-time employees - 21
Improved eye insurance - 15
Improved dental insurance - 11 (employees indicate a willingness to pay for additional optional coverages)
Discounts on Student Recreation Center memberships - 8
Turkey/ham for Christmas - 6
University closed between Christmas and New Year's - 5
Improvements in fee waiver benefit - 5 (e.g. employees allowed to attend classes; dependents of retirees, etc.)
Life insurance benefits for retirees - 4
Unused sick leave converted to personal days - 4
Vacations approved by supervisor without hassle - 4
Shift differential pay - 4
Unemployment insurance - 3
Breaks guaranteed - 3
Maternity leave - 3
Discount on Continuing Ed courses - 3
Better equipment - 2
Dorm clerks should be 40-hour week - 2
Suggestion system - 2
Career development counseling - 2
Recognition for service - 2
Retirement after 25 years instead of 30 - 1
Awards (?) - 1
Workshops - 1
Paid for unused sick leave upon retirement - 1
Discount tickets for athletic events - 1
59-day work option for 5 years after retirement - 1
To: BGSU Faculty

From: Faculty Welfare Committee:
    Elliott Blinn
    Paul Mueller
    Genevieve Stang
    Ron Stoner, Chair
    Peter Wood

Subject: Special Faculty Salary Report

In a letter delivered to all faculty through campus mail on Valentine's Day, President Olscamp presented an analysis of the latest information on how faculty salaries at BGSU compare with other universities in Ohio and across the nation. The President's letter presented data showing that BGSU faculty salaries are now the lowest in Ohio, but we believe his presentation may have understated the extent of the problem. For that reason, Senate Faculty Welfare Committee (FWC) is making this special report on the same data.

The President's data on the ranking of 1984-85 BGSU salaries among the 162 Category I universities in the United States appears to come from the AAUP Committee Z study published by AAUP Academe in August 1985. The full study presents cross-checked compilation of salary data self-reported by institutions directly to Maryse Eymonerie Associates and to HEGIS (Higher Education General Information Service). The November report to Faculty Senate by the FWC was, in part, based on this same data set.

The President's letter calls it "interesting" that BGSU salaries "rank higher" than those at "well regarded" institutions, and provides tables to demonstrate the point. The President's selection of a few institutions, many of which went through recent financial crises, misrepresents BGSU's actual position. The following tables of salaries at institutions chosen from the same AAUP report are just as interesting and could be used to make a different point:

<table>
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<tr>
<th>Professor Rank</th>
<th>Associate Professor Rank</th>
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</thead>
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<tr>
<td>BGSU</td>
<td>BGSU</td>
</tr>
<tr>
<td>Kenyon College</td>
<td>Delta College (MI)</td>
</tr>
<tr>
<td>Michigan Tech.</td>
<td>York College (PA)</td>
</tr>
<tr>
<td>Howard Univ.</td>
<td>Moorhead State (MN)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Assistant Professor Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>BGSU</td>
</tr>
<tr>
<td>Kent State (Stark Branch)</td>
</tr>
<tr>
<td>Lorain Community Coll.</td>
</tr>
<tr>
<td>Morgan State (MD)</td>
</tr>
<tr>
<td>Fichtburg State (PA)</td>
</tr>
</tbody>
</table>
Of course these tables may also be misleading, and that is the point. Our statistical position, relative to institutions like BGSU, is very low as measured by our low percentile levels. We urge interested faculty to make their own comparisons and judge for themselves by consulting the August 1985 AAUP Academe.

The President's data on 1985-86 faculty salaries at state institutions appears to have come from the Office of Academic Personnel Services at University of Akron, which makes a yearly study of faculty salaries and benefits at state universities in Ohio. The "Akron Report" is normally kept "confidential" by university administrations, but is sometimes excerpted, as the President seems to have done for us. We assume it is the Akron Report that was discussed with the Bowling Green Chamber of Commerce when the President was reported to have made a metaphorical comparison between Faculty Senate and an orphan on trial for patricide.

Since BGSU already had the lowest faculty compensation (salary + benefits) in the state in 1984-85, it should come as no great surprise to anyone that we now also have the lowest salaries. After all, the November FWC report warned that the actual increase in average BGSU salaries between 1984-85 and 1985-86 would turn out to be in the neighborhood of 4.3% instead of the well-publicized 8.0%.

It is a surprise, however, to read in the newspapers that the President blames the Faculty Senate for the discrepancy (because it endorsed an STRS ERIP proposal brought to it by the Administration). The probable reason so many retirees took advantage of the STRS ERIP is that there were more potential candidates for the program at BGSU than elsewhere. If so, it is not so much that the 1985-86 averages are misleadingly low, but that the 1984-85 levels were misleadingly high, at least as indicators of BGSU's real competitive salary levels.

So why are BGSU's faculty salaries now the lowest on the state list? Among the state-supported Category-I universities, BGSU faculty salaries have fallen from 3 of 8 in 1982-83 to 8 of 8 in 1985-86, while Miami University, an otherwise similar residential institution, has raised itself from 8 of 8 in 1982-83 to 5 of 8 in 1985-86, so perhaps spending policies and priorities were different at Miami University than at BGSU during the past four years. Incidentally, the total number of full-time BGSU faculty has also decreased each year since 1982-83.

While admitting BGSU's lowest rank in average salary, the President's letter claims "we are not far from the mid-position in dollars" and shows how an addition of $384,877 to the salary budget could lead to a "tie for a ranking of 6 of 11 in each academic rank." Here the President uses an unusual definition of "mid-position" to minimize the problem. Straightforward calculations would also show the following:

...An addition of $384,877 to the salary budget would increase the average 9-month faculty salary by $558, but that would leave us ranked 9 of 11, or 7th among the 8 Category-I universities.

...An addition of $743,610 to the 1985-86 salary budget would be required to bring BGSU salaries to a tie with current levels at Miami University, which is just below the mid-point of the 8 comparable (i.e. Category-I) universities in the state.

...An addition of $1,537,020 to the salary budget would be required to bring BGSU faculty salaries to the levels of the averages in the respective ranks of faculty at the other 7 Category-I institutions. In this case, the mid-position is defined by the actual faculty, not by their institutions.

Those averages are:

<table>
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<tr>
<th>Academic Rank</th>
<th>Prof.</th>
<th>Assoc.</th>
<th>Asst.</th>
<th>Instructor</th>
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<td>Ave. 9-mo. Salary:</td>
<td>$46,340</td>
<td>$35,030</td>
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</table>
By focusing on salary instead of net compensation, the President's letter again minimizes the problems. Almost unbelievably, average faculty compensation at BGSU is not only the lowest in the state, it is reported to be a whopping $1,344 per faculty member lower than at Kent State, which is the next to lowest. It would require more than $927,360 to raise faculty compensation even to the Kent State level. To reach the mid-position and tie with Ohio University would require almost $2 million! To achieve parity in compensation with Ohio averages would require much more.

The President's letter contains other important omissions. For example, it does not mention that those 19 faculty positions that remained unfilled represent a budgetary windfall of $442,472 (even at the nearly exploitive $23,288 per position). That windfall could still be used for retroactive faculty salary increases—precedents do exist! Neither does the letter mention that the state subsidy to BGSU is larger by nearly 12% in 1985-86 than in 1984-85, or that the total salary budget for full-time faculty has actually decreased! Aside from asking that the Budget Committees give "highest consideration" to faculty salaries, the letter offers no suggestions, specific plans or even recognition of the problems caused by these non-competitive salary levels.

FACULTY WELFARE COMMITTEE'S RECOMMENDATIONS

1. **Admit the extent of the problem.** The first step to solving a problem is to understand it fully. We urge President Olscamp, the Budget Committees, and the Board of Trustees to recognize how far BGSU faculty salary and compensation have actually fallen, and to take a hard, objective look at the consequences.

2. **Approach the problem constructively.** Scapegoating and blame-placing should stop. There is a real problem here that will require cooperative efforts to solve.

3. **Suggest some solutions.** The FWC in its November report to Faculty Senate showed that 9.5% per year for the next 5 years would be required to bring BGSU to a salary level that had been endorsed time and again by many different segments of the University. By ignoring the FWC plan, the President seems to reject it, but he suggests no alternatives.

4. **Let's be rational, open and realistic.** A 9.5% faculty raise hasn't seemed so impossible for other universities in Ohio, but if it's impossible here, let's be forthright and explain why. What, honestly, are the higher priorities, and why is BGSU so different from our competition?

jm
xc: President Olscamp
Board of Trustees
MEMORANDUM

TO: Gregg DeCrane, Chair
    Administrative Staff Council

FROM: Susan Caldwell, Director
    Administrative Staff Personnel Services

SUBJ: Salary Data

Each year this office responds to several salary surveys
carried out on a regional or national basis. We receive survey
results on some, but not all that we participate in. As I mentioned
to you on the phone, the survey conducted by CUPA (College and
University Personnel Association) is the most extensive with
approximately 1500 participants. CUPA survey results for 1985-86
have not yet been released.

SC: mmb

Agenda - April Meeting
- PERI update
- Insurance update
- Election update
- Committee updates
MEMORANDUM

TO: Dr. Eloise Clark
   Chair, University Budget Committee

FROM: Gregg DeCrane
      Chair, Administrative Staff Council

DATE: May 19, 1986

The Administrative Staff Council expresses its appreciation to the University Budget Committee for its recommendation of equal salary increases for faculty and administrative staff for the 1986-87 contract year. We understand and support the reasons for President Olscamp increasing the faculty salary by .5% over that recommended by your committee with the understanding that this differential is not intended to be permanent or expected in future years.

As you begin preparation for next year's budget process, I ask that you consider from the beginning direct input from Administrative Staff Council. There is adequate data to indicate that the administrative staff members, on the average, are compensated below their counterparts at other colleges and universities across the state and nation. The budget committee's access to this data would seem essential.

With my term of office as Chair of ASC ending on June 5, I ask that you inform Deb Hainemann, the new chair, of any developments relative to the budget process.

Again, thank you for your past support as a committee. Administrative Staff Council looks forward to increased participation in the future.

GD: dkh

MEM/46
MEMORANDUM

TO: Dr. Paul J. Olscamp
President

FROM: Gregg DeCrane
Chair, Administrative Staff Council

DATE: May 19, 1986

SUBJECT: Salary Follow-Up

As I indicated at our meeting on May 7, the Administrative Staff Council and I appreciated the opportunity to meet with you and have the salary differential explained to us prior to the public announcement at the May 9 Board of Trustees meeting. We understand and support the basis for your decision, with the understanding that it is not intended to set up a permanent differential between faculty and administrative staff salary increases.

At a special meeting of the Administrative Staff Council on May 15, I shared with the representatives our conversation and the rationales for the differential. While the differential was not viewed in a totally positive light, the members were gratified to know that we were provided with the reasons for the change.

With the development of a data base of administrative staff salary information, I have written both the Faculty Budget Committee and the University Budget Committee, and indicated the desire of ASC to participate to the fullest extent possible in future budget preparations. In whatever way we can, it is our desire to assist in those processes that affect the welfare of administrative staff and the University as a whole.

Again, thank you for your time in this matter of concern.

GD:dkh

MEM/45
MEMORANDUM

TO: John Bentley  
Chair, Faculty Senate Budget Committee

FROM: Gregg DeCrane  
Chair, Administrative Staff Council

DATE: May 20, 1986

SUBJECT: 1986-87 Budget Process

The Administrative Staff Council expresses its appreciation to the Faculty Senate Budget Committee for its recommendation of equal salary increases for faculty and administrative staff for the 1986-87 contract year. We understand and support the reasons for President Olscamp increasing by .5% the faculty salary over that recommended by your committee, with the understanding that this differential is not intended to be permanent or expected in future years.

As you begin preparation for next year's budgeting process, I ask that you consider, from the beginning, direct input from Administrative Staff Council. It would make sense to have representation on the budget committee so that decisions affecting the administrative staff could be made on the basis of the best available information. There is adequate data to indicate that the administrative staff members on the average, are compensated below their counterparts at other colleges and universities across the state and nation. The budget committees access to this data would seem essential.

With my term of office as chair of ASC ending on June 5, I ask that you inform Deb Heineman, the new chair, of any developments relative to the budget process and any suggestion of representation of ASC on the committee.

Again thank you for your past support as a committee. Administrative Staff Council looks forward to increased participation in the future.

GD:dkh
MEM/48
INSTITUTIONS INVOLVED IN SURVEY

Ball State University
Muncie, Indiana 47306

Bowling Green State Univ.
Bowling Green, Ohio 43403

Ohio State University
Columbus, Ohio 43210

Southern Illinois Univ.
at Carbondale
Carbondale, Illinois 62901

Cleveland State Univ.
East 24th and Euclid Ave.
Cleveland, Ohio 44115

Univ. of Cincinnati
Cincinnati, Ohio 45221

Eastern Michigan Univ.
Ypsilanti, Michigan 48197

Univ. of Toledo
2801 West Bancroft
Toledo, Ohio 43606

Illinois State Univ.
Normal, Illinois 61761

Wayne State University
Detroit, Michigan 48202

Indiana University-Purdue
at Indianapolis
355 North Lansing
Indianapolis, Indiana 46202

Western Michigan Univ.
Kalamazoo, Michigan 49008

Kent State University
Kent, Ohio 44242

Wright State University
Colonel Glenn Highway
Dayton, Ohio 45435

Miami University
Oxford, Ohio 45056

Youngstown State University
410 Wick Avenue
Youngstown, Ohio 44555

The University of Akron
Akron, Ohio 44325

previous
studies

pay raises to
cover of living

overall - below by 53.6%  avg = + 3.15%

↑ average (highest) 31.2% Auditor
↓ average (lowest) 24.9% Sports Inter

remove jobs w/outside equivalents (Auditor, Campus
Security, Controller, Health center, jr accountant,
Sr accountant, payroll manager, food service)

overall 94.97%  avg = -1.57%
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**TOTAL**

**WEIGHTED**

- 101,972
- 324,882
- 261,201
- 176,756
- 587,330
- 631,612
- 702,129
- 259,242

**AVERAGE**

- 56,162
- 57,805
- 46,080
- 25,525
- 39,155
- 37,154
- 43,883
- 28,805

**TOTAL**

**NON-WEIGHTED**

- 891,852
- 924,882
- 691,201
- 405,075
- 587,330
- 613,097
- 702,129
- 259,242

**AVERAGE**

- 55,741
- 57,805
- 46,080
- 27,005
- 39,155
- 38,318
- 43,883
- 28,805

* Associate
<table>
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<th>Director, Purchasing</th>
<th>Director, Food Serv.</th>
<th>Manager, Cust. Svcs.</th>
<th>Manager, Emp. Rel.</th>
<th>Advisor to Students</th>
<th>Junior Accountant</th>
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### Survey of Salaries Paid

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#### Total
- **Weighted**: 748,607, 467,785, 460,914, 706,151, 648,580, 740,986, 503,035
- **Average**: 49,907, 39,982, 38,410, 41,538, 46,327, 41,166, 38,695

#### Total
- **Non-Weighted**: 748,607, 357,569, 423,651, 706,151, 643,580, 703,238, 503,035
- **Average**: 49,907, 39,730, 38,514, 41,538, 46,227, 41,367, 38,695

*Combined with Dir., Physical Plant*
### Survey of Salaries Paid

#### Fall, 1985

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#### Totals

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**Red Circle Rate**

**Longevity included**
Representatives were asked to select benefit enhancements that would be best for the University to add if a pool of $800,000 somehow became available for enhancing benefits. Selections were made by 20 of the 25 representatives who filled out ballots. The choices are listed below in decreasing order of popularity and broken down under the headings of Part 1 and Part 2 responses.

Part I

1. Reducing Waiting Period for Dependent Fee Waivers (9)
2. Explore Reciprocal Fee Waivers for Dependents (4)
3. Study of Early Retirement Program & Financial Effects (3)
4. Removing Restrictions on Employee Courses (1)
5. Travel Advances and Credit Card System (1)
6. More Parking Spaces Near Center of Campus (1)
7. 25% Subsidy on Personal Computers (1)

Part II

1. University Paid Family Hospitalization & Major Medical (11)
2. University Paid Life Insurance (3)
3. Enhancement & Family Dental/Vision Coverage (3)
4. Prescription Payments (2)
5. University to Pay for Annual Health Examination (1)
Representatives were also asked to recommend how a given pool of money available to be used for increases in salary and enhancing benefits should be divided (7% salary increases vs. 7% benefit enhancements). Representatives could select one of five options calling for 0%, 5%, 10%, 20% or 30% of the pool to go for benefit enhancements, or could specify any other division they desired. The results are given below.

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<td>40%</td>
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<tr>
<td>50%</td>
<td>50%</td>
<td>1</td>
<td>4%</td>
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* Calculated by assigning values of 1-5 to Very Low - Very High, respectively. Thus an average of 2.62 falls between Low and Average.

FSBC: JCD 3/27/86
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<td>AVERAGE (3)</td>
<td>HIGH (4)</td>
<td>VERY HIGH (5)</td>
<td>BLANK</td>
<td>TOTAL</td>
<td>AVERAGE</td>
</tr>
<tr>
<td>---------------------</td>
<td>--------------</td>
<td>---------</td>
<td>-------------</td>
<td>----------</td>
<td>---------------</td>
<td>-------</td>
<td>-------</td>
<td>---------</td>
</tr>
<tr>
<td>3 MOS. GRACE PERIOD CALENDAR YR MAJ MED DEDUCTIBLES</td>
<td>1</td>
<td>2</td>
<td>9</td>
<td>6</td>
<td>2</td>
<td>4</td>
<td>25</td>
<td>3.30</td>
</tr>
<tr>
<td>NO CHANGE IN MAJOR MEDICAL DEDUCTIBLES $100/$1000</td>
<td>2</td>
<td>5</td>
<td>10</td>
<td>4</td>
<td>1</td>
<td>3</td>
<td>25</td>
<td>2.86</td>
</tr>
<tr>
<td>IMPLEMENTATION OF MANDATORY SECOND OPINION PROGRAM</td>
<td>3</td>
<td>4</td>
<td>7</td>
<td>5</td>
<td>4</td>
<td>2</td>
<td>25</td>
<td>3.13</td>
</tr>
<tr>
<td>IMPLEMENTATION OF ERROR DETECTION AWARD PROGRAM</td>
<td>2</td>
<td>5</td>
<td>3</td>
<td>7</td>
<td>4</td>
<td>4</td>
<td>25</td>
<td>3.28</td>
</tr>
<tr>
<td><strong>PART II</strong></td>
<td><strong>VERY LOW (1)</strong></td>
<td><strong>LOW (2)</strong></td>
<td><strong>AVERAGE (3)</strong></td>
<td><strong>HIGH (4)</strong></td>
<td><strong>VERY HIGH (5)</strong></td>
<td><strong>BLANK</strong></td>
<td><strong>TOTAL</strong></td>
<td><strong>AVERAGE</strong></td>
</tr>
<tr>
<td>------------</td>
<td>-----------------</td>
<td>-------------</td>
<td>-----------------</td>
<td>-------------</td>
<td>-----------------</td>
<td>-----------</td>
<td>----------</td>
<td>------------</td>
</tr>
<tr>
<td>UNIVERSITY PAID LIFE INSURANCE</td>
<td>0</td>
<td>1</td>
<td>7</td>
<td>6</td>
<td>10</td>
<td>1</td>
<td>25</td>
<td>4.04</td>
</tr>
<tr>
<td>UNIV. PAID FAMILY HOSPITALIZATION AND MAJOR MEDICAL</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>5</td>
<td>16</td>
<td>2</td>
<td>25</td>
<td>4.60</td>
</tr>
<tr>
<td>&quot; &quot; &quot; &quot; &quot; (PICK UP OVER 3 YRS.)</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>8</td>
<td>7</td>
<td>5</td>
<td>25</td>
<td>4.00</td>
</tr>
<tr>
<td>UNIV. PAID ANNUAL HEALTH EXAMINATION</td>
<td>1</td>
<td>5</td>
<td>1</td>
<td>3</td>
<td>7</td>
<td>3</td>
<td>25</td>
<td>3.68</td>
</tr>
<tr>
<td>UNIV. PROVIDE ON-CAMPUS PREVENT. MED. PROCEDURES</td>
<td>2</td>
<td>5</td>
<td>10</td>
<td>6</td>
<td>0</td>
<td>2</td>
<td>25</td>
<td>2.86</td>
</tr>
<tr>
<td>COVERAGE FOR EXPERIMENTAL MEDICAL/DENTAL PROCEDURES</td>
<td>0</td>
<td>4</td>
<td>10</td>
<td>6</td>
<td>3</td>
<td>2</td>
<td>25</td>
<td>3.34</td>
</tr>
<tr>
<td>MAJOR MEDICAL DEDUCTIBLE TO REMAIN AT $400</td>
<td>2</td>
<td>2</td>
<td>12</td>
<td>3</td>
<td>2</td>
<td>4</td>
<td>25</td>
<td>2.04</td>
</tr>
<tr>
<td>ENHANCEMENT + FAMILY DENTAL/VISION COVERAGE</td>
<td>1</td>
<td>0</td>
<td>3</td>
<td>9</td>
<td>9</td>
<td>3</td>
<td>25</td>
<td>4.13</td>
</tr>
<tr>
<td>PRESCRIPTION PAYMENTS</td>
<td>0</td>
<td>3</td>
<td>1</td>
<td>10</td>
<td>9</td>
<td>2</td>
<td>25</td>
<td>4.08</td>
</tr>
<tr>
<td>ENHANCEMENT OF LONG TERM DISABILITY BENEFIT</td>
<td>3</td>
<td>2</td>
<td>9</td>
<td>4</td>
<td>5</td>
<td>1</td>
<td>25</td>
<td>3.20</td>
</tr>
<tr>
<td>CHANGING DEDUCTIBLE TO A CALENDAR YEAR</td>
<td>2</td>
<td>0</td>
<td>9</td>
<td>6</td>
<td>4</td>
<td>4</td>
<td>25</td>
<td>3.47</td>
</tr>
</tbody>
</table>
To: President Olscamp
From: Phil Mason
Subject: Grievance & Hearing Procedures for Contract Staff

The grievance procedures contained in the contract staff handbook were reviewed during a recent discussion with Attorney Mattimoe. While it is not entirely clear, it appeared to Attorney Mattimoe that this procedure envisions that the hearing panel has authority to make the final decision in the grievance process. This would be in contrast to the faculty grievance procedure wherein the hearing panel can only make a recommendation.

Since it is known that the intent is not to give the hearing panel authority to make the final decision, my concern is not that we would be held to a decision which may be viewed as inappropriate but my concern is that the policy as it is now written may create some confusion. Specifically, under Grievance and Hearing Procedures, Section II-E Resolution —

"The hearing panel will give written notice of its recommended disposition of the complaint . . . ." Then under Section II-F -- "The decision of the hearing panel may be appealed in writing within seven calendar days . . . ." I hasten to reiterate that there should not be reason for serious concern but there may be potential for some misunderstanding; therefore, I recommend the following amendment to the contract staff handbook:

(pp 16) Grievance and Hearing Procedures, Sections II-E and II-F

The Director of Affirmative Action will facilitate the process for resolution of the complaint and will ensure that the appropriate administrative action is taken. ADMINISTRATOR MAKES A DECISION in a timely manner.

F. Appeal

The decision RECOMMENDATION of the hearing panel AND THE DECISION OF THE APPROPRIATE ADMINISTRATOR may be appealed in writing within seven calendar days of the decision, to the President of the University. The President (or designee) will respond in writing to all parties—complainant, respondent, chair of the hearing panel, Director of Affirmative action, and the appropriate vice president—concerning final disposition of the appeal within fourteen calendar days after receiving the appeal. The President's (or designee's) decision is final.

A copy of the Grievance and Hearing Procedures is attached for your convenience.

js
Attachment  "An Environment for Excellence"
INSURANCE BENEFITS

Annual Costs Effective September 1, 1985

<table>
<thead>
<tr>
<th>Service</th>
<th>Classified</th>
<th>Faculty And Administrative Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospitalization</td>
<td>$1,338.84 Family</td>
<td>$426.72 Employee</td>
</tr>
<tr>
<td>Physician Services</td>
<td>590.16 Family</td>
<td>553.56 Family</td>
</tr>
<tr>
<td>Major Medical</td>
<td>445.68 Family</td>
<td>189.60 Single</td>
</tr>
<tr>
<td>John Hancock Life Accidental Death &amp; Dis.</td>
<td>46.08 Employee</td>
<td>*Mandated Payroll Deduction (Salary adjustment concept)</td>
</tr>
<tr>
<td>Dental</td>
<td>260.16 Family</td>
<td>129.48 Employee</td>
</tr>
<tr>
<td>Vision</td>
<td>67.92 Family</td>
<td>33.12 Employee</td>
</tr>
<tr>
<td>Difference</td>
<td>$2,748.84</td>
<td>$1,332.48*</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$1,416.36</td>
</tr>
</tbody>
</table>

*Life Insurance Annual Premium For Faculty and Administrative Staff Based Upon The Following Salary Ranges (Mandated Payroll Deduction/Salary Adjustment Concept)--effective September 1, 1985:

<table>
<thead>
<tr>
<th>Salary Range</th>
<th>Payroll Deduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below $12,000</td>
<td>$184</td>
</tr>
<tr>
<td>12,000 - 16,999</td>
<td>210</td>
</tr>
<tr>
<td>17,000 - 21,999</td>
<td>270</td>
</tr>
<tr>
<td>22,000 - 26,999</td>
<td>313</td>
</tr>
<tr>
<td>27,000 and Over</td>
<td>399</td>
</tr>
</tbody>
</table>

Payroll deduction for the above totalled $285,519.69 during the calendar year of 1984. However, the 1984 rates were increased 43% effective September 1, 1985 (to $408,300 on an annualized basis).

10/24/85:ER
MEMORANDUM

TO: Administrative Staff Council
   Classified Staff Council
   Faculty Senate
   Graduate Student Senate

FROM: Richard R. Eakin
       Vice President for
       Planning and Budgeting

SUBJ: Salary/Fringe Benefit Considerations for 1987-88

October 14, 1986

On behalf of the Faculty Senate Budget Committee and the University Budget Committees, I seek your recommendations relative to salary and fringe benefit considerations for 1987-88. An important aspect of budget development each year is the determination of personnel budget recommendations, and, in particular, of recommendations for personnel compensation. This year, the Budget Committees seek written recommendations from each of the above bodies to assist in the consideration of these matters.

While in no way intended to limit the information which any group may wish to submit relative to proposals for changes to University salary or fringe benefit programs, the Budget Committees ask that, at a minimum, the information shown on the enclosed Compensation Recommendation Form be submitted by February 13, 1987. Please provide any supportive documentation or comments as attachments to the proposed form.

If you have questions relative to the completion of the enclosed form, please call me at 2-8262.

RRE: sf

Enclosure
RECOMMENDATION
COMPENSATION FORM

TO: Faculty Senate Budget Committee
    University Budget Committee

FROM: Administrative Staff Council

SUBJ: Compensation Package for 1987-88

DATE:

Recommendations of the Administrative Staff Council for administrative staff compensation increases/changes for 1987-88 are as follows:

1. A salary increase pool of ____% of total 1986-87 salaries for administrative staff continuing into 1987-88.

2. Changes in fringe benefits compared to 1986-87 benefits package (in priority order):

3. The rationale for the above recommendations is as follows:
### Sources of Funds

#### State Appropriations

<table>
<thead>
<tr>
<th>Source</th>
<th>1985-86 Revenue (6/30/86)</th>
<th>Projected 1986-87 Revenue (5/9/86)</th>
<th>Projected 1987-88 Revenue (5/9/86)</th>
<th>Difference (Col. 3) - (Col. 2)</th>
<th>% Inc.</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instructional Subsidies</td>
<td>$46,944,771</td>
<td>$51,356,000</td>
<td>$55,466,640</td>
<td>$4,110,640</td>
<td>8.00%</td>
<td>No enrollment change; 8% inc. in subsidy</td>
</tr>
<tr>
<td>Developmental Education</td>
<td>25,492</td>
<td>21,583</td>
<td>23,288</td>
<td>1,705</td>
<td>8.00%</td>
<td>No enrollment change; 8% inc. in subsidy</td>
</tr>
<tr>
<td>Sub-total</td>
<td>$46,970,263</td>
<td>$51,379,583</td>
<td>$55,489,928</td>
<td>$4,110,365</td>
<td>8.00%</td>
<td></td>
</tr>
</tbody>
</table>

#### Student Instructional Fees

<table>
<thead>
<tr>
<th>Source</th>
<th>1985-86 Revenue (6/30/86)</th>
<th>Projected 1986-87 Revenue (5/9/86)</th>
<th>Projected 1987-88 Revenue (5/9/86)</th>
<th>Difference (Col. 3) - (Col. 2)</th>
<th>% Inc.</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resident Instructional Fees</td>
<td>$28,040,060</td>
<td>$29,513,257</td>
<td>$30,493,702</td>
<td>$1,980,435</td>
<td>4.00%</td>
<td>No enrollment change; 4% inc. in fees</td>
</tr>
<tr>
<td>Nonresident Instructional Surcharge</td>
<td>$3,054,113</td>
<td>$4,022,720</td>
<td>$4,163,829</td>
<td>$141,109</td>
<td>4.00%</td>
<td>No enrollment change; 4% inc. in fees</td>
</tr>
<tr>
<td>Misc. and Off-Campus Programs</td>
<td>$1,510,785</td>
<td>$1,571,445</td>
<td>$1,634,238</td>
<td>$62,793</td>
<td>4.00%</td>
<td>No enrollment change; 4% inc. in fees</td>
</tr>
<tr>
<td>Sub-total</td>
<td>$34,605,958</td>
<td>$35,106,422</td>
<td>$36,291,869</td>
<td>$1,180,441</td>
<td>4.00%</td>
<td></td>
</tr>
</tbody>
</table>

#### Other Income

<table>
<thead>
<tr>
<th>Source</th>
<th>1985-86 Revenue (6/30/86)</th>
<th>Projected 1986-87 Revenue (5/9/86)</th>
<th>Projected 1987-88 Revenue (5/9/86)</th>
<th>Difference (Col. 3) - (Col. 2)</th>
<th>% Inc.</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Service Charge--Auxiliaries</td>
<td>$3,239,400</td>
<td>$3,350,800</td>
<td>$3,350,800</td>
<td>$0</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>General Service Charge--Grants</td>
<td>190,011</td>
<td>190,000</td>
<td>190,000</td>
<td>0</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Interest Income</td>
<td>1,584,683</td>
<td>1,465,900</td>
<td>1,465,900</td>
<td>0</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Unrestricted Dent. Sales/Charges</td>
<td>300,165</td>
<td>240,000</td>
<td>240,000</td>
<td>0</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Application Fee Income</td>
<td>313,277</td>
<td>295,000</td>
<td>295,000</td>
<td>0</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Miscellaneous Income</td>
<td>456,309</td>
<td>520,000</td>
<td>520,000</td>
<td>0</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Sub-total</td>
<td>$6,094,727</td>
<td>$6,061,700</td>
<td>$6,061,700</td>
<td>$0</td>
<td>0.00%</td>
<td></td>
</tr>
</tbody>
</table>

#### Prior Year Uncumbered Balances

<table>
<thead>
<tr>
<th>Source</th>
<th>1985-86 Revenue (6/30/86)</th>
<th>Projected 1986-87 Revenue (5/9/86)</th>
<th>Projected 1987-88 Revenue (5/9/86)</th>
<th>Difference (Col. 3) - (Col. 2)</th>
<th>% Inc.</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prior Year Uncumbered Balances</td>
<td>$5,007,900</td>
<td>$1,112,984</td>
<td>$2,771,000</td>
<td>($1,659,014)</td>
<td>-75.11%</td>
<td></td>
</tr>
</tbody>
</table>

#### Total Sources of Funds

<table>
<thead>
<tr>
<th>Source</th>
<th>1985-86 Revenue (6/30/86)</th>
<th>Projected 1986-87 Revenue (5/9/86)</th>
<th>Projected 1987-88 Revenue (5/9/86)</th>
<th>Difference (Col. 3) - (Col. 2)</th>
<th>% Inc.</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>$47,629,668</td>
<td>$93,661,659</td>
<td>$90,340,337</td>
<td>$4,678,322</td>
<td>5.00%</td>
<td></td>
</tr>
</tbody>
</table>

*Includes revenue from only one summer term

OPB: 8/25/86
RECOMMENDATIONS MADE BY THE CONSULTANT

1. Raise the level of Classified employee life insurance and accidental death and dismemberment to that of the Faculty and Administrative Staff employees either at current 2¼ times salary level, or as an alternative, cutting back to one times salary, and then introducing a voluntary plan for supplemental coverage.

ACTION/RECOMMENDATIONS BY THE COMMITTEE

The Committee recommends the life, and accidental death & dismemberment plans for all full-time employees (Classified, Faculty and Administrative Staff) be one times the annual contract or hourly salary, as of September 1 each year, up to a maximum of $50,000, with the premium paid by the University. A voluntary plan be offered with limits allowed on a 2½ times basis, up to $150,000 maximum with the additional premium paid by the employee.

(See Recommendation #3 of Consultant)

Approximate initial cost:
$113,200 - Administrative Staff & Faculty
$11,500 - Classified Staff

2. Liberalize Classified employee life insurance age cutback to reduce to $3,000 at age 70, rather than age 65.

The Committee recommends the Classified life insurance age cutback to reduce to $3,000 beyond age 70, rather than age 65.

Approximate savings: $360.00

(See Recommendation #1 of the Committee)

3. Eliminate the "Pre-Tax" contribution arrangement applicable to Faculty and Administrative Staff employees' life, accidental death & dismemberment and long-term disability coverages -- instead having BGSU pay the premiums direct.

The Committee recommends that the long-term disability be implemented for the Classified employees, and "fine-tuning" of the existing program for the Faculty and Administrative Staff.

Approximate initial cost:
$61,300 - Administrative Staff & Faculty
$27,900 - Classified Staff

4. "Fine-tuning" adjustments of the long-term disability plan to bring it up to current standards, by increasing the maximum monthly benefits of $2,000 to $3,000 per month.

The Committee concurs with this recommendation.

5. Changing the $400.00 major medical deductible applicable to dependents not covered for hospitalization to $750.00 per person.
Recommendaions Made By The Consultant

Adoption of a calendar year deductible for the major medical coverage, rather than the current six (6) month deductible.

7. Implementing cost containment features which serve to create incentives for prudent use of medical services.
   a) Hospital Utilization Review
   b) Mandatory Focused Second Opinions
   c) Deductible on hospital emergency accident treatment, unless life-threatening injury or surgery is involved
   d) 100% coverage under major medical of generic drugs
   e) Inclusion of Hospice Coverage

Action/Recommendations By the Committee

The Committee recommends the change of the major medical deductible, accumulated within 6 months or less, to a calendar year deductible. They also recommend that the $100.00 deductible per person should remain the same, as well as the $1,000 out-of-pocket expense clause.

The Committee further suggested that any expenses incurred in the last three months of a calendar year be carried over to the next calendar year to help satisfy the deductible amount.

This is already being done by the insurance carrier.

Recommended that mandatory second opinion program be implemented with respect to specified list of elective in-hospital surgical procedures, including:

The Committee also recommends that the University pay the entire cost involved in the second opinions for these procedures.

In addition, should the two opinions differ, the Committee recommends payment by the University, of the entire cost of a third opinion should the patient wish to obtain one.

The Committee rejects this recommendation in favor of continuing the program as it is now.

The Committee concurs with this recommendation.

The Committee concurs with this.
RECOMMENDATIONS MADE BY THE CONSULTANT

f) Employee self-audit program for hospital bills with a monetary cost-sharing award.

8. Dialogue with Claims Administrator resulting in a meaningful management reporting system

9. Extension of Dental and/or vision benefits to dependants of Faculty and Administrative Staff, on a limited employee contribution basis.

10. Establishment of a health promotion program, utilizing existing in-house resources and community programs.

11. Establishment of a Formal Communications Plan

12. Awareness of a "Flexible Benefits Program"

No action is recommended at this time, but felt that the University should remain current in their information

ACTION/RECOMMENDATIONS BY THE COMMITTEE

The Committee concurs with this recommendation. The Committee recommends an award for error detection resulting in savings of $20,000 or more, be rewarded on a 50% basis of the money saved, up to a maximum award of $1,000.

Approximate Savings if Recommendation #7 is implemented - $150,000

The Committee recommends that the Insurance Office staff be increased to implement this management reporting system.

Approximate initial cost: $20,000

The Committee did not concur with this recommendation. The members felt that the University should pick up the entire cost of the family dental and vision premiums.

Approximate initial cost:
$202,343 for family dental
22,951 for family vision

The Committee concurs with this recommendation.

Approximate initial cost: Between $12,000 and $15,000

The Committee concurs with this recommendation.
The Committee further recommends 100% payment, by the University, of the family hospitalization and family major medical coverages for Faculty and Administrative staff employees.

Approximate initial cost:

$693,756 for hospitalization and major medical

The Insurance Committee recognizes that the total package of benefits would amount to an estimated initial expenditure of $1,000,000. This expenditure would make BGSU's program comparable to other university plans, and we anticipate it would make the University more competitive in the job market for employees.
Federal income tax regulations require that income tax be paid on group life insurance protection in excess of $50,000. The amount is determined by 1) the following federal table, and 2) less the amount contributed by the employee (the amount of your payroll deduction for "Group Insurance"):

### Federal Income Tax Insurance Rates

<table>
<thead>
<tr>
<th>Age at End Of Tax Year</th>
<th>Cost Per $1,000 Of Protection For 1-Month Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 30</td>
<td>8 Cents</td>
</tr>
<tr>
<td>30 to 34</td>
<td>9 Cents</td>
</tr>
<tr>
<td>35 to 39</td>
<td>11 Cents</td>
</tr>
<tr>
<td>40 to 44</td>
<td>17 Cents</td>
</tr>
<tr>
<td>45 to 49</td>
<td>29 Cents</td>
</tr>
<tr>
<td>50 to 54</td>
<td>48 Cents</td>
</tr>
<tr>
<td>55 to 59</td>
<td>75 Cents</td>
</tr>
<tr>
<td>60 to 64</td>
<td>$1.17</td>
</tr>
</tbody>
</table>

The amount of the payroll deduction was increased effective September 1, 1985; therefore, the 1984 and 1985 annual rates are provided below:

<table>
<thead>
<tr>
<th>Salary</th>
<th>1984 Rates</th>
<th>September 1, 1985 Rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below $12,000</td>
<td>$129</td>
<td>$184</td>
</tr>
<tr>
<td>12,000 - 16,999</td>
<td>147</td>
<td>210</td>
</tr>
<tr>
<td>17,000 - 21,999</td>
<td>189</td>
<td>270</td>
</tr>
<tr>
<td>22,000 - 26,999</td>
<td>219</td>
<td>313</td>
</tr>
<tr>
<td>27,000 and Over</td>
<td>279</td>
<td>399</td>
</tr>
</tbody>
</table>

As illustrated by the four examples below, only the older and/or higher salaried employees would pay additional federal income tax for insurance protection in excess of $50,000.

1) $24,000 salary, age 25
   
   $24,000 x = $60,000 insurance ($10,000 above exemption)
   
   $.08 per month = $.96 annual cost per thousand
   
   $10,000 x $.96 = $9.60 annual cost (federal tax rate)
   
   $24,000 salary - $313 payroll deduction + $9.60 annual cost = $23,696.60 taxable income

2) $28,000 salary, age 32
   
   $28,000 x 2½ = $70,000 insurance ($20,000 above exemption)
   
   $.09 per month = $1.08 annual cost per thousand
   
   $20,000 x $1.08 = $21.60 annual cost (federal tax rate)
   
   $28,000 salary - $399 payroll deduction + $21.60 annual cost = $27,622.60 taxable income
3) $30,000 salary, age 45.
$30,000 x 2\frac{1}{2} = $75,000 insurance ($25,000 above exemption)
$.29 per month = $3.48 annual cost per thousand
$25,000 x $3.48 = $87 annual cost (federal tax rate)
$30,000 salary - $399 payroll deduction + $87 annual cost =
$29,688 taxable income

4) $40,000 salary, age 50.
$40,000 x 2\frac{1}{2} = $100,000 insurance ($50,000 above exemption)
$.48 per month = $5.76 annual cost per thousand
$50,000 x $5.76 = $288 annual cost (federal tax rate)
$40,000 salary - $399 payroll deduction + $288 annual cost =
$29,889 taxable income

5) $50,000 salary, age 55.
$50,000 x 2\frac{1}{2} = $125,000 insurance ($75,000 above exemption)
$.75 per month = $9.00 annual cost per thousand
$75,000 x $9.00 = $675 annual cost (federal tax rate)
$50,000 salary - $399 payroll deduction + $675 annual cost =
$50,276 taxable income

6) $60,000 salary, age 60
$60,000 x 2\frac{1}{2} = $150,000 insurance (maximum)--$100,000 above exemption
$1.17 per month = $14.04 annual cost per thousand
$100,000 x $14.04 = $1,404 annual cost (federal tax rate)
$60,000 - $399 payroll deduction +$1,404 annual cost =
$61,005
MEMORANDUM

TO: Greg DeCrane  
Asst. Vice President for Student Affairs  
Student Activities and Orientation

FROM: Administrative Staff Council  
Salary Compensation Study Committee

We are asking for your assistance! The Administrative Staff Council is preparing a proposal for salary increment for next year. In order to do a comparative study between our BGSU salaries and those of your counterparts in institutions in Ohio and nationally, we need data. At present we can draw from two regional and national studies, data about your position's average salary (nationally and regionally over a three year period). We are asking to use your salary as a comparison over the period 1983-86. Your name will not be used, but your position in those years will be compared with the market data. Although this information is public, we nonetheless would like you to give us permission to use the data - since we feel it is better to alert people to the reason for its use, and to solicit any additional studies you may have or know about which compare positions among institutions. Time is of the essence. We would like to receive a response from you by December 1. Please call or write Susan Caldwell, 910 Administration Building (2-2553), or Sue Crawford, 705 Administration Building (2-8495). There are 26 titles to be used - and it is important to hear from you. Thank you.

SC:mmb
### Optional Life Insurance

**Unclassified Employees**

#### Without Waiver of Premium over 50% Participation

<table>
<thead>
<tr>
<th>Age</th>
<th>Rate/$1000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 35</td>
<td>0.08</td>
</tr>
<tr>
<td>35-39</td>
<td>0.09</td>
</tr>
<tr>
<td>40-44</td>
<td>0.15</td>
</tr>
<tr>
<td>45-49</td>
<td>0.25</td>
</tr>
<tr>
<td>50-54</td>
<td>0.44</td>
</tr>
<tr>
<td>55-59</td>
<td>0.741</td>
</tr>
<tr>
<td>60-64</td>
<td>1.13</td>
</tr>
</tbody>
</table>

#### Without Waiver of Premium 35-50% Participation

<table>
<thead>
<tr>
<th>Age</th>
<th>Rate/$1000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 35</td>
<td>0.09</td>
</tr>
<tr>
<td>35-39</td>
<td>0.10</td>
</tr>
<tr>
<td>40-44</td>
<td>0.16</td>
</tr>
<tr>
<td>45-49</td>
<td>0.28</td>
</tr>
<tr>
<td>50-54</td>
<td>0.49</td>
</tr>
<tr>
<td>55-59</td>
<td>0.82</td>
</tr>
<tr>
<td>60-64</td>
<td>1.26</td>
</tr>
</tbody>
</table>

#### With Waiver of Premium over 50% Participation

<table>
<thead>
<tr>
<th>Age</th>
<th>Rate/$1000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 35</td>
<td>0.09</td>
</tr>
<tr>
<td>35-39</td>
<td>0.12</td>
</tr>
<tr>
<td>40-44</td>
<td>0.19</td>
</tr>
<tr>
<td>45-49</td>
<td>0.34</td>
</tr>
<tr>
<td>50-54</td>
<td>0.59</td>
</tr>
<tr>
<td>55-59</td>
<td>1.02</td>
</tr>
<tr>
<td>60-64</td>
<td>1.56</td>
</tr>
</tbody>
</table>

#### With Waiver of Premium 35-50% Participation

<table>
<thead>
<tr>
<th>Age</th>
<th>Rate/$1000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 35</td>
<td>0.10</td>
</tr>
<tr>
<td>35-39</td>
<td>0.13</td>
</tr>
<tr>
<td>40-44</td>
<td>0.21</td>
</tr>
<tr>
<td>45-49</td>
<td>0.38</td>
</tr>
<tr>
<td>50-54</td>
<td>0.65</td>
</tr>
<tr>
<td>55-59</td>
<td>1.13</td>
</tr>
<tr>
<td>60-64</td>
<td>1.72</td>
</tr>
</tbody>
</table>

---

**Note:**

- **AD & Disability benefits**
  - New rates/monthly rates
  - 33.75
  - 45
  - 33.75/mo
  - 45
  - 18.6
  - 9.0
  - 19.2

- **Employer contribution for Univ pool**
  - $3.99/yr
  - 1.86/week
  - Coverage = $75,000
  - Next year

- **New Plan**
  - 30,000 foe
  - Buy 15,000
  - @ 245/100 = $110/yr
UNIVERSITY INSURANCE COMMITTEE REPORT REGARDING COMPARATIVE ANALYSIS OF THE EMPLOYEE BENEFITS

Consultant: Mercer-Meadinger

RECOMMENDATIONS MADE BY THE CONSULTANT

1. Raise the level of Classified employee life insurance and accidental death and dismemberment to that of the Faculty and Administrative Staff employees either at current 2 1/2 times salary level, or as an alternative, cutting back to one times salary, and then introducing a voluntary plan for supplemental coverage.

2. Liberalize Classified employee life insurance age cutback to reduce to $3,000 at age 70, rather than age 65.

3. Eliminate the "Pre-Tax" contribution arrangement applicable to Faculty and Administrative Staff employees' life, accidental death & dismemberment and long-term disability coverages -- instead having BGSU pay the premiums direct.

4. "Fine-tuning" adjustments of the long-term disability plan to bring it up to current standards, by increasing the maximum monthly benefits of $2,000 to $3,000 per month.

ACTION/RECOMMENDATIONS BY THE COMMITTEE

The Committee recommends the life, and accidental death & dismemberment plans for all full-time employees (Classified, Faculty and Administrative Staff) be one times the annual contract or hourly salary as of September 1 each year, up to a maximum of $50,000, with the premium paid by the University. A voluntary plan be offered with limits allowed on a 2 1/2 times basis, up to $150,000 maximum with the additional premium paid by the employee.

Approximate initial cost: $1,200 - Administrative Staff & Faculty
11,500 - classified staff

The Committee recommends the Classified life insurance age cutback to reduce to $3,000 beyond age 70, rather than age 65.

Approximate savings: $360.00

(See Recommendation #1 of the Committee)

The Committee recommends that the long-term disability be implemented for the Classified employees, and "fine-tuning" of the existing program for the Faculty and Administrative Staff.

Approximate initial cost:
$61,300 - Administrative Staff & Faculty
27,900 - Classified staff

The Committee agreed with this recommendation.

Consultant: Mercer-Meadinger
(a) RECOMMENDATIONS MADE BY THE CONSULTANT

Adoption of a calendar year deductible for the major medical coverage, rather than the current six (6) month deductible.

Implementing cost containment features which serve to create incentives for prudent use of medical services.

a) Hospital Utilization Review

b) Mandatory Focused Second Opinions

What happens if you elect to have procedure
With 2nd opinion

(c) Deductible on hospital emergency accident treatment, unless life-threatening injury or surgery is involved

d) 100% coverage under major medical of generic drugs

i) Inclusion of Hospice Coverage

(b) ACTION/RECOMMENDATIONS BY THE COMMITTEE

The Committee recommends the change of the major medical deductible, accumulated within 6 months or less, to a calendar year deductible. They also recommend that the $100.00 deductible per person should remain the same, as well as the $1,000 out-of-pocket expense clause.

The Committee further suggested that any expenses incurred in the last three months of a calendar year be carried over to the next calendar year to help satisfy the deductible amount.

This is already being done by the insurance carrier.

Recommended that mandatory second opinion program be implemented with respect to specified list of elective in-hospital surgical procedures, including:


The Committee also recommends that the University pay the entire cost involved in the second opinions for these procedures. In addition, should the two opinions differ, the Committee recommends payment, by the University, of the entire cost of a third opinion should the patient wish to obtain one.

The Committee rejects this recommendation in favor of continuing the program as it is now.

The Committee concurs with this recommendation.

The Committee concurs with this.
RECOMMENDATIONS MADE BY THE CONSULTANT

f) Employee self-audit program for hospital bills with a monetary cost-sharing award.

ACTION/RECOMMENDATIONS BY THE COMMITTEE

The Committee concurs with this recommendation. The Committee recommends an award for error detection resulting in savings of $20.00 or more, be rewarded on a 50% basis of the money saved, up to a maximum award of $1,000.

Approximate Savings if Recommendation #7 is implemented - $150,000

The Committee recommends that the Insurance Office staff be increased to implement this management reporting system.

Approximate initial cost: $20,000

The Committee did not concur with this recommendation. The members felt that the University should pick up the entire cost of the family dental and vision premiums.

Approximate initial cost:
$202,843 for family dental
22,951 for family vision

The Committee concurs with this recommendation.

10. Establishment of a health promotion program, utilizing existing in-house resources and community programs.

The Committee concurs with this recommendation.

11. Establishment of a Formel Communications Plan

The Committee concurs with this recommendation.

Approximate initial cost:
Between $12,000 and $15,000

12. Awareness of a "Flexible Benefits Program"

The Committee concurs with this recommendation. The Committee feels that a large group of employees participating in all plans is to the advantage of the employee, as well as the University. Participation in certain plans would result in "Selectivity" and higher premiums.
The Committee further recommends 100% payment, by the University, of the family hospitalization and family major medical coverages for faculty and administrative staff employees.

Approximate initial cost:

$693,756 for hospitalization and major medical

The Insurance Committee recognizes that the total package of benefits would amount to an estimated initial expenditure of $1,000,000. This expenditure would make BGSU's program comparable to other university plans, and we anticipate it would make the University more competitive in the job market for employees.
<table>
<thead>
<tr>
<th>Benefits</th>
<th>Who Pays</th>
<th>When Eligible</th>
<th>Benefits Provided/Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Insurance:</td>
<td>BGSU</td>
<td>First of month after employment, provided enrollment forms completed on time.</td>
<td>Employee Coverage 124-day hospitalization.</td>
</tr>
<tr>
<td>Hospitalization</td>
<td></td>
<td></td>
<td>Includes semiprivate room, nursing,</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>laboratory, diagnostic and other.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Medical services while confined in a.</td>
</tr>
<tr>
<td>Physicn Services</td>
<td>BGSU</td>
<td>SAME</td>
<td>FAMILY coverage ($444.32 annually).</td>
</tr>
<tr>
<td>(Surgical-Medical)</td>
<td></td>
<td></td>
<td>Full cost for single or family.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Covers customary and reasonable physician</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>fees for covered surgical services,</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>diagnosis, anesthesia and medical services.</td>
</tr>
<tr>
<td>Majon Medical</td>
<td>BGSU</td>
<td>SAME</td>
<td>Employee Coverage provides 80% insurance</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>for covered medical expenses after $100</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>deductible in a six-month period ($400</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>deductible if not covered by</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>hospitalization/physician service.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>After $1,000 of out-of-pocket expenses,</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>policy pays 100% of covered items.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>(maximum $12,500 annually).</td>
</tr>
<tr>
<td>Dental Insurance</td>
<td>BGSU</td>
<td>SAME</td>
<td>Full preventative and diagnostic services</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>(customary and reasonable fees); 80% (after</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>$75 deductible) restorative, endodontic,</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>and periodontal services; 50% (after</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>deductible) prosthodontic services.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Maximum of 6750 calendar year ($133.34</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>annually).</td>
</tr>
<tr>
<td>Vision Care</td>
<td>BGSU</td>
<td>SAME</td>
<td>Employee Coverage Only</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>$25 for exam (after $5 deductible), lens</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>maximum to $65 and frame maximum of $20</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>(after $10 deductible). Benefits available</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>every 24 months. ($325.46 annually).</td>
</tr>
<tr>
<td>Life Insurance</td>
<td>YOU**</td>
<td>Upon Employment</td>
<td>Based upon employee’s contract salary:</td>
</tr>
<tr>
<td>Accidental Death</td>
<td></td>
<td></td>
<td>Less than $12,000 salary—$300,000;</td>
</tr>
<tr>
<td>Disability (John Hancock</td>
<td></td>
<td></td>
<td>$12,000-$25,999 salary—$48,999; $17,000</td>
</tr>
<tr>
<td>Mutual Life Ins. Co.)</td>
<td></td>
<td></td>
<td>and over—2 1/2 times salary. An amount</td>
</tr>
<tr>
<td>Long-Term Disability</td>
<td>YOU**</td>
<td>One Year Following Employment</td>
<td>After six months of total disability,</td>
</tr>
<tr>
<td>(John Hancock Mutual Life Ins.</td>
<td></td>
<td></td>
<td>policy pays 60% of monthly salary (but not</td>
</tr>
<tr>
<td>Co.)</td>
<td></td>
<td></td>
<td>more than $2,500); payable</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>until 65th birthday except for 24-month</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>maximum benefit for nervous/mental</td>
</tr>
<tr>
<td>Travel Accident</td>
<td>BG SU</td>
<td>Open Employment</td>
<td>$55,000 accident death and</td>
</tr>
<tr>
<td>Casualty Insurance</td>
<td></td>
<td></td>
<td>dismemberment insurance when traveling on</td>
</tr>
<tr>
<td>(Continental</td>
<td></td>
<td></td>
<td>University business. Benefits range from</td>
</tr>
<tr>
<td>Casualty Co.)</td>
<td></td>
<td></td>
<td>$25,000-$55,000.</td>
</tr>
<tr>
<td>Dependent Life Insurance</td>
<td>YOU**</td>
<td>Approved Date of Application Form</td>
<td>$10,000 for spouse; $5,000 for each child</td>
</tr>
<tr>
<td>(John Hancock Life Ins. Co.)</td>
<td></td>
<td></td>
<td>(6 months to age 21); and $250 for each</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>(15 days to 6 months); Cost is $6.19 per</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>month regardless of the number of</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>dependents.</td>
</tr>
<tr>
<td>Income Protection Plan</td>
<td>YOU**</td>
<td>Approved Date of Application Form</td>
<td>Variable monthly benefits available for</td>
</tr>
<tr>
<td>(Disability)</td>
<td></td>
<td></td>
<td>disability from illness or injury</td>
</tr>
<tr>
<td>(Educators Mutual Life Ins. Co.)</td>
<td></td>
<td></td>
<td>(includes accidental death benefits).</td>
</tr>
</tbody>
</table>

* A full-time administrative staff member is one who works 40 hours per week on a regular schedule and is employed full-time at least 9 months per year. (Exception: To be eligible for insurance benefits, a staff member must have a full-time contract which extends for a minimum of 5 months.) The benefits on pages 26-28 of the Handbook apply to full-time staff members. For a more complete explanation of insurance benefits, contact the Insurance Administrator; for information about other benefits contact Administrative Staff Personnel Services.

**Rates for Life, Accidental Death and Dismemberment, and Long-Term Disability are based on the salary scale available from Office of Insurance Administrator.

Coverage optional. 7/83
<table>
<thead>
<tr>
<th>BENEFITS</th>
<th>WHO PAYS</th>
<th>WHEN ELIGIBLE</th>
<th>BENEFITS PROVIDED/COSTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>RETIREMENT</td>
<td>BGSU</td>
<td>Upon Employment</td>
<td>Benefits depend upon years of service, highest three-year average salary and payment options.</td>
</tr>
<tr>
<td>Public Employees</td>
<td></td>
<td></td>
<td><strong>PERS</strong></td>
</tr>
<tr>
<td>Retirement System</td>
<td></td>
<td></td>
<td>Employee Contribution - 8.14% of salary</td>
</tr>
<tr>
<td>State Teachers</td>
<td></td>
<td></td>
<td>University Contribution - 13.71% for PERS</td>
</tr>
<tr>
<td>Retirement System (STRS)**</td>
<td></td>
<td></td>
<td>Employee Contribution - 8.75% of salary</td>
</tr>
<tr>
<td>State Teachers</td>
<td></td>
<td></td>
<td>University Contribution - 14.90% for STRS</td>
</tr>
<tr>
<td><strong>Note:</strong> University employees are not covered by Social Security. University will pick up this required employer contribution and pay this amount directly to PERS/STRS on behalf of the employee as an additional employer contribution. This amount is deemed to be deferred income for Federal income tax purposes and is not taxed until ultimately received as part of retirement benefits or as a refund at termination of employment. <strong>New administrative staff members are always enrolled in PERS. EXCEPT: A member of STRS who transfers directly from a faculty position at BGSU to an administrative staff position at BGSU retains membership in STRS.</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| SUPPLEMENTAL RETIREMENT PROGRAM | BGSU and STRS | Upon Retirement and with at least ten years of full time service | Options for post-retirement part-time employment, term and paid-up life and/or annuity insurance and fee waivers for retirees and dependents. |

| TAX DEFERRED ANNUITIES | YOU | Upon Employment | An additional portion of one's salary may be deferred though purchase of annuities from several authorized carriers subject to pertinent Internal Revenue Service rules. (This additional portion is optional.) |

| SICK LEAVE | BGSU | Upon Employment | Sick leave accrues at the rate of 15 days per year. Full-time staff who are contracted for less than twelve months earn a pro-rated amount of sick leave. At retirement (with at least 10 years of State service), 1/4 of accrued sick leave may be paid in cash (maximum - 30 working days) or applied to paid life or annuity insurance. |

| HOLIDAYS | BGSU | Upon Employment | Ten holidays. Full-time staff who are contracted for less than 12 months, are entitled to holidays that occur during their contract period. |

| VACATION | BGSU | After one year of service | Vacation is earned at the rate of 1-1/3 days per month (26 days annually). Full-time staff who are contracted for less than 12 months and those who receive time and pay during academic recess are not eligible for vacation. |

| MILITARY LEAVE | BGSU | Upon Employment | Approved for employees belonging to Ohio National Guard or a reserve component of the armed forces. Active duty not to exceed 31 days per year. |

| JURY DUTY | BGSU | Upon Employment | Full pay; compensation for jury duty to be deposited at the Bursar's office, unless jury duty occurs outside normal working hours or during vacation. |

| PARKING SERVICES | BGSU | Upon Employment | Parking decals furnished without cost for one vehicle. |

<p>| FEE WAIVERS | BGSU | Upon Employment | Full-time employees may enroll in four courses each year, not to exceed two courses per academic term (audit or credit) without payment of the instructional or general fee. After the employee has worked full-time for five years, his/her spouse and/or dependent children may enroll as full-time or part-time students without payment of the instructional fee. |</p>
<table>
<thead>
<tr>
<th>BENEFITS</th>
<th>WHO PAYS</th>
<th>WHEN ELIGIBLE</th>
<th>BENEFITS PROVIDER/COSTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>TRAVEL REIMBURSEMENT</td>
<td>BGSU</td>
<td>Upon Employment</td>
<td>Covers authorized travel, lodging and meals while on University business—see travel regulations for reimbursement rates.</td>
</tr>
<tr>
<td>WORKERS' COMPENSATION</td>
<td>BGSU</td>
<td>Upon Employment</td>
<td>State compensation plan for work-related illness or injury.</td>
</tr>
<tr>
<td>UNEMPLOYMENT COMPENSATION</td>
<td>BGSU</td>
<td>In Accordance with Ohio Law</td>
<td>Compensation for periods of unemployment as determined by Ohio law.</td>
</tr>
<tr>
<td>DISCOUNTS</td>
<td>BGSU</td>
<td>Upon Employment</td>
<td>Available to full-time employees for purchases at the Bookstore, Ice Arena Skate Shop, and for athletic tickets. Discounts also available for most continuing education courses.</td>
</tr>
<tr>
<td>U.S. SAVINGS BONDS</td>
<td>YOU</td>
<td>Upon Request</td>
<td>Available through payroll deductions.</td>
</tr>
<tr>
<td>BANKING SERVICES</td>
<td>---</td>
<td>Upon Employment</td>
<td>Automatic deposit of paychecks to any bank or savings and loan is mandatory.</td>
</tr>
<tr>
<td>CREDIT UNION</td>
<td>YOU</td>
<td>Upon Request</td>
<td>Payroll deductions available for Credit Union (a non-university agency).</td>
</tr>
</tbody>
</table>
OVERVIEW OF OPTIONAL SHORT-TERM DISABILITY INCOME COVERAGE FOR CONTRACT AND CLASSIFIED EMPLOYEES OF B.G.S.U.

Contract and Classified employees of BGSU currently have access to one of two disability plans offered to them by Educators Mutual. Both are on a purely optional basis, with the employee paying all of the premium. Neither plan is coordinated with the University's sick leave, Worker's Compensation or Group Long-Term Disability benefits.

Contract personnel who are in their 1st year of employment have access to a plan which pays benefits for up to 12 months.

After the initial year of employment, Contract personnel have a 6-month benefit plan available as they are insurable under the John Hancock Group Long-Term Disability plan after one year of employment.

Classified employees have access to a plan which pays benefits for up to 12 months.

Under either plan, the employee is given three choices as to the date benefits would commence. Amounts of monthly benefit can be selected up to a maximum of $800.00 per month. An Accidental Death & Dismemberment benefit is also included, with the amount equal to 10 times the monthly disability benefit. Thus, an individual insured for the maximum amount under the current program could receive $800.00 per month disability benefits and a maximum $8,000.00 Accidental Death & Dismemberment benefit.

Due to deteriorating claims experience, Educators Mutual notified this office that they would not be able to renew the existing program as of May 10, 1988. A summary of the premiums and claims paid for the previous five years is attached.

During a meeting with the Director of Risk Selection and the Vice President of Sales and Marketing for Educators Mutual, a proposed replacement plan was reviewed which retains many of the favorable features of the existing plans while correcting many of the short comings of the existing plans.

A comparison of the existing and the proposed plans is attached.
Bowling Green State University
Group Policy #OTK-528

Five-Year Experience Summary

<table>
<thead>
<tr>
<th>Calendar Year</th>
<th># Empl. Insured</th>
<th>Premiums Paid</th>
<th>Claims Paid</th>
<th>Loss Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>1983</td>
<td>269</td>
<td>$24,459</td>
<td>$20,318</td>
<td>83%</td>
</tr>
<tr>
<td>1984</td>
<td>275</td>
<td>26,006</td>
<td>17,825</td>
<td>69%</td>
</tr>
<tr>
<td>1985</td>
<td>285</td>
<td>28,353</td>
<td>32,649</td>
<td>115%</td>
</tr>
<tr>
<td>1986</td>
<td>300</td>
<td>31,175</td>
<td>51,344</td>
<td>165%</td>
</tr>
<tr>
<td>1987</td>
<td>328</td>
<td>38,143</td>
<td>66,458</td>
<td>174%</td>
</tr>
</tbody>
</table>

The above data does not include the additional costs incurred for maintaining adequate claims reserves, nor for the costs of administering the program. Only the Paid Claim Total is included in the Loss Ratio. If those other costs were included the results would be significantly worse.
PROPOSED SHORT-TERM DISABILITY INCOME COVERAGE
FOR CLASSIFIED AND CONTRACT EMPLOYEES
OF B.G.S.U.

<table>
<thead>
<tr>
<th>SCHEDULE OF BENEFITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class.</td>
</tr>
<tr>
<td>A</td>
</tr>
<tr>
<td>B</td>
</tr>
</tbody>
</table>

PREMIUM RATES

The rates for Contract employees under the proposed plan range from 7% to 18% less than the current premium rates depending on the optional benefit commencement date selected. The rates for Classified employees would increase from 3% to 15% depending on the optional benefit commencement date selected. A comparison of monthly premiums for the options available is given below.

**Contract Employees - Class A.**

<table>
<thead>
<tr>
<th>Benefit Commencement Date</th>
<th>Amount of monthly disability benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td>8th day</td>
<td></td>
</tr>
<tr>
<td>$500 Per Month</td>
<td>($13.22)* ($21.14)*</td>
</tr>
<tr>
<td>$1000 Per Month</td>
<td>$10.90 $17.44</td>
</tr>
<tr>
<td>$1200 Per Month</td>
<td>$21.80 $26.16</td>
</tr>
<tr>
<td>$1500 Per Month</td>
<td>$32.70 $39.24</td>
</tr>
<tr>
<td>$1800 Per Month</td>
<td>$43.60</td>
</tr>
<tr>
<td>$2000 Per Month</td>
<td>$41.12</td>
</tr>
</tbody>
</table>

**Classified Employees - Class B.**

<table>
<thead>
<tr>
<th>Benefit Commencement Date</th>
<th>Amount of monthly disability benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td>8th day</td>
<td></td>
</tr>
<tr>
<td>$500 Per Month</td>
<td>($14.92)* ($23.86)*</td>
</tr>
<tr>
<td>$1000 Per Month</td>
<td>$15.40 $24.64</td>
</tr>
<tr>
<td>$1200 Per Month</td>
<td>$30.80 $36.96</td>
</tr>
<tr>
<td>$1500 Per Month</td>
<td>$46.20 $55.44</td>
</tr>
<tr>
<td>$1800 Per Month</td>
<td>$61.60</td>
</tr>
<tr>
<td>$2000 Per Month</td>
<td>$60.80</td>
</tr>
</tbody>
</table>

*Rates for indicated coverage under the current disability plans offered
AN ACCIDENTAL DEATH &
Dismemberment COVERAGE

An Accidental Death & Dismemberment benefit of $1,000 for each $100.00 of monthly benefit is included in the above rates. If this benefit were not included, the rates quoted would be reduced by $.10 per $100.00 of monthly benefit elected.
<table>
<thead>
<tr>
<th></th>
<th>EXISTING PLAN</th>
<th>PROPOSED PLAN</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MAXIMUM MONTHLY BENEFIT</strong></td>
<td>$800.00 per month</td>
<td>$2,000.00 per month</td>
</tr>
<tr>
<td><strong>MAXIMUM PERCENTAGE OF INSURED MONTHLY INCOME</strong></td>
<td>60% of monthly compensation up to $1,333.00</td>
<td>70% of monthly compensation up to $2,860.00</td>
</tr>
<tr>
<td><strong>BENEFIT PERIOD MAXIMUM</strong></td>
<td>Contract personnel in 1st year of employment-12 months</td>
<td>Six (6) months</td>
</tr>
<tr>
<td></td>
<td>Contract personnel after one year of employment-6 months</td>
<td>Six (6) months</td>
</tr>
<tr>
<td></td>
<td>Classified personnel -- 12 months</td>
<td>Six (6) months</td>
</tr>
<tr>
<td><strong>BENEFIT COMMENCEMENT OPTIONS</strong></td>
<td>1) 1st day accident; 8th day sickness</td>
<td>1) 8th day accident or sickness</td>
</tr>
<tr>
<td></td>
<td>2) 1st day accident; 15th day sickness</td>
<td>2) 15th day accident or sickness</td>
</tr>
<tr>
<td></td>
<td>3) 1st day accident; 31st day sickness</td>
<td>3) 31st day accident or sickness</td>
</tr>
<tr>
<td><strong>COORDINATION WITH GROUP LONG-TERM DISABILITY</strong></td>
<td>Unknown. The employer-provided Group LTD plan would probably &quot;offset&quot; against this benefit. Some participants have a 12 month benefit</td>
<td>Benefit period for proposed plan is 6 months. The waiting period for Group LTD is 6 months, thus, there is no duplication of coverage or benefit payments</td>
</tr>
<tr>
<td><strong>STATUS OF WORKER'S COMPENSATION</strong></td>
<td>Pays in addition to any amounts received from Worker's compensation</td>
<td>WC benefits would exclude any claim under proposed plan. Thus, no &quot;double-dip&quot; for work-related disabilities</td>
</tr>
<tr>
<td><strong>SUMMERTIME DISABILITIES</strong></td>
<td>Pays 1/2 of the regular benefit for disabilities occurring during summer vacation, if the employee is not scheduled to work on a 12-month basis</td>
<td>Pays full benefits without regard to the season during which the disability occurs</td>
</tr>
<tr>
<td><strong>WAIVER OF PREMIUM</strong></td>
<td>Payment of premiums is waived if disability continues beyond 6 months</td>
<td>Payment of premiums is waived if disability continues beyond 90 days</td>
</tr>
<tr>
<td><strong>DEFINITION OF DISABILITY</strong></td>
<td><strong>EXISTING PLAN</strong></td>
<td>Inability to perform substantial and material duties of insured's occupation</td>
</tr>
<tr>
<td><strong>MOTHERNESS DISABILITY</strong></td>
<td><strong>PROPOSED PLAN</strong></td>
<td>Covers maternity on same basis as an illness</td>
</tr>
<tr>
<td><strong>MEDICAL CARE EXPENSES</strong></td>
<td><strong>EXISTING PLAN</strong></td>
<td>Though primarily a disability income coverage, did provide a limited amount of medical expense reimbursement for accidents only</td>
</tr>
<tr>
<td><strong>DESCRIPTION OF INSURED PERSON</strong></td>
<td><strong>EXISTING PLAN</strong></td>
<td>Contract refers to &quot;Teachers&quot; regardless of actual job duties</td>
</tr>
<tr>
<td><strong>CONVERSION PRIVILEGES</strong></td>
<td><strong>EXISTING PLAN</strong></td>
<td>In event of coverage termination other than non-payment of premium, coverage is convertible to an individual policy providing comparable benefits</td>
</tr>
<tr>
<td><strong>GUARANTEED ISSUE</strong></td>
<td><strong>EXISTING PLAN</strong></td>
<td>Educators Mutual would issue up to $450.00 per month benefit without evidence of insurability</td>
</tr>
<tr>
<td>****</td>
<td><strong>PROPOSED PLAN</strong></td>
<td>Insured participants are referred to by the term &quot;Employees&quot; regardless of actual duties</td>
</tr>
<tr>
<td><strong>CONVERSION PRIVILEGES</strong></td>
<td><strong>PROPOSED PLAN</strong></td>
<td>Includes no conversion provisions</td>
</tr>
<tr>
<td><strong>GUARANTEED ISSUE</strong></td>
<td><strong>PROPOSED PLAN</strong></td>
<td>All applications subject to approval by Educators Mutual. Guaranteed issue may be restored when acceptable participation level is achieved</td>
</tr>
</tbody>
</table>
CONTRACT INFORMATION

Appointment Information

At the time of initial appointment, the administrative staff member shall receive from the contracting officer a contract and a letter of appointment which shall include the job description and other terms of employment such as title, salary, and pay periods.

A record of changes in an employee's contract status will be maintained in the employee's personnel file located in the Administrative Staff Personnel Office.

A. Continuance of Contract

Appointments to full-time administrative staff positions will be subject to renewal or non-renewal annually, on a fiscal year basis. It is assumed that a full-time administrative staff member will receive successive annual contracts unless:

1. The contract states the contrary.

2. The University has made the decision not to renew the contract (see NON-RENEWAL OF CONTRACT below) and has given timely written notification to the administrative staff member as follows:

   a. not later than March 1 of the first, second and third years of contract service if appointment is to expire at the end of one of those fiscal years.

   b. not later than January 1 of any subsequent fiscal year of contract service.

Note: For administrative staff members whose contracts do not begin on July 1, the above dates will be adjusted to four months prior to the end of the contract for persons in first, second and third years and to six months prior to the end of the contract for persons in subsequent contract years of service.
B. **Non-Renewal of Contract**

Recommendation for non-renewal shall be made in writing to the contracting officer and shall include appropriate written documentation.

For example, in the case of non-renewal because of performance, appropriate written documentation shall include copies of past performance evaluations where available.

C. **Termination of Contract**

Termination of the appointment and contract before the end of any contracted term of service shall be referred to as "Termination for Cause." An administrative staff member may be terminated for cause during the contract year for the following reasons:

1. conviction of a felony
2. proof of fraudulent credentials
3. documented significant failure to perform duties and services (as identified in the appointed position or title and/or as may be assigned or changed) to the satisfaction of the staff member's immediate supervisor.
4. documented failure to accept reasonable changes in the job description as required by evolving technology or by changes in university organization, priorities, or resources.
5. documented gross failure to comply with the code of standards and responsibilities for administrators (see page 1).

Recommendations for termination shall originate with the immediate supervisor and shall be sent to the contracting officer via appropriate area or department heads. If the immediate supervisor is a contracting officer, the recommendation is sent to the area vice president or to the President, whichever is appropriate. The final decision to terminate an administrative staff member immediately is made by the contracting officer (or by the vice president or President if the contracting officer is the immediate supervisor). The office of Administrative Staff Personnel Services shall be advised of recommendations and decisions concerning termination. In the event of termination, the staff member shall receive 10 working days pay upon dismissal.
There are two types of suspension. The first type of suspension is an "interim step toward termination." The second type of suspension is "disciplinary suspension." Upon the recommendation of the supervisor, the contracting officer may suspend except where the supervisor is the contracting officer in which case the decision shall be made by the area vice president or the President, whichever is appropriate.

1. **Suspension as an interim step to termination**

Suspension can be invoked during the period in which an employee is being considered for termination. Suspension as an interim step toward termination will include:

- 10 working days pay and pay for unused vacation;
- an opportunity for the suspended employee to continue university health care insurance, at the employee's expense from the first day of the month following the date of the suspension through the resolution of the suspension.

All pay and benefits will be accrued and held in escrow by the university until the termination issue is resolved. In the event the suspension is resolved to the staff member's favor, the staff member shall be entitled to full back pay and benefits, including restoration of vacation days, and records of the suspension shall be removed from the employee's files.

2. **Disciplinary Suspension**

Suspension up to 30 calendar days may be used as a disciplinary procedure either in lieu of termination or as a means of dealing with less serious or temporary problems. Such suspension shall be without pay. Vacation cannot be used or earned. All other benefits will continue as usual.
E. **Release**

Release may be effected in the case of financial exigency, or a bona fide discontinuance of a program or departmental/divisional area.

- In the case of release because of financial exigency, the staff member concerned will be given a minimum of three months notice.

- In the case of release because of a bona fide discontinuance of a program or departmental/divisional area, the staff member in the first three years of employment will be given a minimum of four months notice; the staff member with more than three years of employment will be given a minimum of six months notice.

- The release of persons funded by external grants shall be contingent upon the availability of said grant funds.
GRIEVANCE AND HEARING PROCEDURES

I. Grievance Procedure

A. Purpose

The purpose of the grievance procedure is to ensure the prompt resolution of complaints by administrative staff members regarding the terms and conditions of employment, salary, benefits, or other job-related concerns. The decision not to continue the contract of an administrative staff member in the first three years of employment is not grievable, and, therefore not subject to this procedure.

Complaints dealing with alleged discrimination will be processed according to the provisions of the University’s affirmative action plan.

B. Area review committee

The President (or designee) and each vice president will establish a three-member committee to assist in resolving grievances within the vice-presidential area. Committee members will serve for three years except initial appointments which will be staggered one, two, and three years.

The President (or designee) and each vice president will be responsible for establishing procedures for appointing a chair and for designating the time period for serving in this capacity.

C. Initial review and transmittal of grievance

When a complaint arises, the administrative staff member should first attempt to resolve the issue with the immediate supervisor. Efforts in this direction should be documented. If the grievance is not resolved to the staff member’s satisfaction, that person may present the . . .
CONTRACT INFORMATION

Appointment Information

Administrative staff members shall be advised in writing at the time of initial appointment of the primary responsibility of the position including title, salary, and pay period.

Obligation to the University

An administrative staff member may not accept employment from outside the University that will adversely affect fulfillment of the responsibilities and duties of the assigned position/title.

Continuance/Termination/Release

A. Continuance

Appointments to full-time administrative staff positions will be subject to renewal or non-renewal annually, on a fiscal year basis. It is assumed that a full-time administrative staff member will receive successive annual contracts unless:

1. The contract states the contrary.

2. The University has made the decision not to continue employment and has given timely notification as follows:
   a. not later than March 1 of the first, second and third years of contract service if appointment is to expire at the end of one of those fiscal years.
   b. not later than January 1 of any subsequent fiscal year of contract service.

Recommendations for non-renewal (which will include supportive information) will be made by area heads to the appropriate contracting supervisor whether President, appropriate Vice President or Dean.

B. Termination

Termination of the appointment and contract before the end of any contracted term of service shall be referred to as "Termination for Cause" or "Release."

1. Termination for Cause
   a. An administrative staff member may be terminated for cause during the contract year for the following reasons:
      i) conviction of a felony;
      ii) if credentials are proved to be fraudulent;
iii) failure to perform duties and services (as identified in the appointed position or title and/or as may be assigned or changed) to the satisfaction of the staff member's immediate supervisor.

2. Dismissal or Suspension

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

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

C. Release

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

A notice for termination for cause or release is not affected by Section A (Continuance).
who might be helpful in establishing the facts of the case. In all instances, the administrative staff member or anyone providing information on behalf of that person will be assured that no reprisal will occur at any stage as a result of the complaint.

If the complainant is not satisfied with the results of the investigation by the Office of Affirmative Action, a request for a grievance hearing may be made. In the event that the complainant is not satisfied with the results of the hearing, an appeal may be made to the President of the University. The decision of the President is final.

For specific information regarding the University's affirmative action grievance procedures, you may contact the Office of Affirmative Action or refer to Bowling Green State University's Affirmative Action Plan.

GRIEVANCE AND HEARING PROCEDURES

I. Grievance Procedure

A. Purpose

The purpose of the grievance procedure is to ensure the prompt resolution of complaints by administrative staff members regarding the terms and conditions of employment, salary, benefits, or other job-related concerns. The decision not to continue the contract of an administrative staff member is not grievable, and, therefore, not subject to this procedure. Complaints dealing with alleged discrimination will be processed according to the provisions of the University's affirmative action plan.

B. Area review committee

The President (or designee) and each vice president will establish a three-member committee to assist in resolving grievances within the vice-presidential area. Committee members will serve for three years except initial appointments which will be staggered one, two, and three years.

The President (or designee) and each vice president will be responsible for establishing procedures for appointing a chair and for designating the time period for serving in this capacity.

C. Initial review and transmittal of grievance

When a complaint arises, the administrative staff member should first attempt to resolve the issue with the immediate supervisor. Efforts in this direction should be documented. If the grievance is not resolved to the staff member's satisfaction, that person may present the
CONTRACT INFORMATION

A RECORD OF CHANGES IN AN EMPLOYEE'S CONTRACT STATUS WILL BE MAINTAINED IN THE EMPLOYEE'S PERSONNEL FILE LOCATED IN THE ADMINISTRATIVE STAFF PERSONNEL SERVICES OFFICE.

Appointment Information

ADMINISTRATIVE STAFF

Administrative staff members shall be advised in writing at the time of initial appointment of the primary responsibility of the position including title, salary, and pay period.


Obligation to the University

An administrative staff member may not accept employment from outside the University that will adversely affect fulfillment of the responsibilities and duties of the assigned position/title.

Continuance/Termination/Release

A. Continuance

CONTINUANCE OF CONTRACT

Appointments to full-time administrative staff positions will be subject to renewal or non-renewal annually, on a fiscal year basis. It is assumed that a full-time administrative staff member will receive successive annual contracts unless:

1. The contract states the contrary.

2. The University has made the decision not to continue employment (RENEW THE CONTRACT SEE NON-RENEWAL OF CONTRACT, BELOW) and has given timely WRITTEN notification TO THE ADMINISTRATIVE STAFF MEMBER as follows:

   a. not later than March 1 of the first, second and third years of contract service if appointment is to expire at the end of one of those fiscal years.

   b. not later than January 1 of any subsequent fiscal year of contract service.

Recommendations—for—for—non-renewal—(which—will—include—supportive information)—will—be—sent—to—the—appropriate—supervisor—whether—President, appropriate Vice President or Dean by area heads.

NOTE: FOR ADMINISTRATIVE STAFF MEMBERS WHOSE CONTRACTS DO NOT BEGIN ON JULY 1, THE ABOVE DATES WILL BE ADJUSTED TO FOUR MONTHS PRIOR TO THE END OF THE CONTRACT FOR PERSONS IN FIRST, SECOND AND THIRD YEARS AND TO SIX MONTHS PRIOR TO THE END OF THE CONTRACT FOR PERSONS IN SUBSEQUENT CONTRACT YEARS OF SERVICE.

7/85 7/86
B. NON-RENEWAL OF CONTRACT

RECOMMENDATION FOR NON-RENEWAL SHALL BE MADE IN WRITING TO THE CONTRACTING OFFICER AND SHALL INCLUDE SUPPORTING WRITTEN DOCUMENTATION.

IN THE CASE OF NON-RENEWAL BECAUSE OF PERFORMANCE, THE WRITTEN DOCUMENTATION SHALL INCLUDE COPIES OF PAST PERFORMANCE EVALUATIONS, UNLESS UNAVAILABLE. IN THE CASE OF FIRST YEAR EMPLOYEES.

IN THE CASE OF NON-RENEWAL BECAUSE OF REORGANIZATION, THE WRITTEN DOCUMENTATION SHALL INCLUDE DETAILS AND RATIONALE OF THE REORGANIZATION, INCLUDING ANY REASSIGNMENT TO EXISTING STAFF OF DUTIES PREVIOUSLY ASSIGNED TO THE NON-RENEWED EMPLOYEE.

C. TERMINATION OF CONTRACT

Termination of the appointment and contract before the end of any contracted term of service shall be referred to as "Termination for Cause" — or — "Release." AN ADMINISTRATIVE STAFF MEMBER MAY BE TERMINATED FOR CAUSE DURING THE CONTRACT YEAR FOR THE FOLLOWING REASONS:

(-t--Termination for Cause

1. conviction of a felony;

2. if credentials are proved to be fraudulent; PROOF OF FRAUDULENT CREDENTIALS

3. DOCUMENTED significant failure to perform duties and services (as identified in the appointed position or title and/or as may be assigned or changed) to the satisfaction of the staff member's immediate supervisor.

4. DOCUMENTED failure to accept reasonable changes in the job description as required by evolving technology or by changes in university organization, priorities, or resources.

5. DOCUMENTED GROSS failure to comply WITH THE CODE OF STANDARDS AND RESPONSIBILITIES FOR ADMINISTRATORS (SEE PAGE 1).

RECOMMENDATIONS FOR TERMINATION SHALL ORIGINATE WITH THE IMMEDIATE SUPERVISOR AND SHALL BE SENT TO THE CONTRACTING OFFICER VIA APPROPRIATE AREA OR DEPARTMENT HEADS. IF THE IMMEDIATE SUPERVISOR IS A CONTRACTING OFFICER, THE RECOMMENDATION IS SENT TO THE AREA VICE PRESIDENT OR TO THE PRESIDENT, WHICHEVER IS APPROPRIATE. THE FINAL DECISION TO TERMINATE AN ADMINISTRATIVE STAFF MEMBER IMMEDIATELY IS MADE BY THE CONTRACTING OFFICER (OR BY THE VICE PRESIDENT OR PRESIDENT IF THE CONTRACTING OFFICER IS THE IMMEDIATE SUPERVISOR). THE OFFICE OF ADMINISTRATIVE STAFF PERSONNEL SERVICES SHALL BE ADVISED OF RECOMMENDATIONS AND DECISIONS CONCERNING TERMINATION. IN THE EVENT OF TERMINATION, THE STAFF MEMBER SHALL RECEIVE 10 WORKING DAYS PAY UPON DISMISSAL.

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7/86
**SUSPENSION**

There are two types of suspension. The first type of suspension is an interim step toward termination. The second type of suspension is disciplinary suspension. Upon the recommendation of the supervisor, the contracting officer may suspend except where the supervisor is the contracting officer in which case the decision shall be made by the area vice president or the president whichever is appropriate.

1. **Suspension as interim step to termination**

   Suspension can be invoked during the period in which an employee is being considered for termination. Suspension as an interim step toward termination will include

   - 10 working days pay and pay for unused vacation;
   - An opportunity for the suspended employee to continue university health care insurance, at the employee’s expense from the first day of the month following the date of the suspension through the resolution of the suspension.

   All pay and benefits will be accrued and held in escrow by the university until the termination issue is resolved. In the event the suspension is resolved to the staff member’s favor, the staff member shall be entitled to full back pay and benefits, including restoration of vacation days, and records of the suspension shall be removed from the employee’s files.

2. **Disciplinary suspension**

   Suspension up to 30 calendar days may be used as a disciplinary procedure either in lieu of termination or as a means of dealing with less serious or temporary problems. Such suspension shall be without pay. Vacation cannot be used nor earned. All other benefits will continue as usual.

2: **Dismissal or suspension**

Recommendations for termination for cause noted above shall be sent to the President or appropriate Vice President with appropriate documentation. After a decision for dismissal or suspension is made, written notice shall be given to the staff member involved stating all provisions relating to that notice. The President or appropriate Vice President may dismiss or suspend the staff member immediately. In the event of dismissal or suspension, the staff member shall be continued on the payroll for fourteen (14) calendar days following the date of dismissal or suspension. The President or appropriate Vice President may continue the staff member on suspended status with pay through temporary assignment to other job responsibilities until the suspension is resolved. In the event the dismissal or suspension is resolved in the staff member’s favor, the staff member shall be entitled to full back pay and benefits if the staff member had been dismissed or suspended without pay.

- 8.2 -

7/85 7/86
E. Release

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

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

- In the case of release because of financial exigency, the staff member concerned will be given a minimum of three months notice.

- In the case of release because of bona fide discontinuance of a program or departmental/divisional area, the staff member in the first three years of employment will be given a minimum of four months notice; the staff member with more than three years of employment will be given a minimum of six months notice.

- The release of persons funded by external grants shall be contingent upon the availability of said grant funds.
who might be helpful in establishing the facts of the case. In all
instances, the administrative staff member or anyone providing
information on behalf of that person will be assured that no
reprisal will occur at any stage as a result of the complaint.

If the complainant is not satisfied with the results of the
investigation by the Office of Affirmative Action, a request for a
grievance hearing may be made. In the event that the complainant is
not satisfied with the results of the hearing, an appeal may be made
to the President of the University. The decision of the President
is final.

For specific information regarding the University's affirmative
action grievance procedures, you may contact the Office of
Affirmative Action or refer to Bowling Green State University's
Affirmative Action Plan.

GRIEVANCE AND HEARING PROCEDURES

I. Grievance Procedure

A. Purpose

The purpose of the grievance procedure is to ensure the
prompt resolution of complaints by administrative staff
members regarding the terms and conditions of employment,
salary, benefits, or other job-related concerns. The
decision---not---to---continue---the---contract---of---an
administrative---staff---member---is---not---grievable,---and,
therefore---not---subject---to---this---procedure---in---the---first---3---years---of---employment.

Complaints dealing with alleged discrimination will be
processed according to the provisions of the University's
affirmative action plan.

B. Area review committee

The President (or designee) and each vice president will
establish a three-member committee to assist in
resolving grievances within the vice-presidential area.
Committee members will serve for three years except
initial appointments which will be staggered one, two,
and three years.

The President (or designee) and each vice president will
be responsible for establishing procedures for appointing
a chair and for designating the time period for serving
in this capacity.

C. Initial review and transmittal of grievance

When a complaint arises, the administrative staff member
should first attempt to resolve the issue with the
immediate supervisor. Efforts in this direction should
be documented. If the grievance is not resolved to the
staff member's satisfaction, that person may present the
The Administrative staff requests a 10% salary increase for 1987-88. According to College and University Personnel Association (CUPA) data, this is the minimum percentage increase needed over the next three years to bring administrative staff salaries up to the 50th percentile of similar positions in colleges in the Mid-American Conference and throughout colleges and universities of similar size and budgets.

Administrative staff members are 12-month employees. Most have master's degrees; 33% have Ph.D.'s. Although the qualifications for their positions do not change with longevity, the responsibilities associated with their positions do. For example, as administrative staff become increasingly experienced, their roles as decision-makers become more demanding and complex. In addition, administrative staff are expected to grow in inter-personal skills, program design and computing skills, ability to provide increased opportunities for student internships, etc. At the same time, there are no opportunities for the majority of the administrative staff to enhance their expertise or supplement their income through professional activities such as sabbatical leaves, consulting, or summer school teaching.

If granted, the 10% salary increase for administrative staff should help stem the 27% annual turnover that has occurred in its ranks over the past several years. Even when residence life staff and athletic department staff are eliminated from the count, administrative staff turnover occurs at the alarmingly high average rate of 24%. Clearly, this turnover rate is not cost effective.

Just as faculty members seek to achieve the 50th percentile in their salaries, so too should the administrative staff who work with them to make the university a major teaching and research institution. The argument used to justify an increase in the salaries of faculty should also be used to justify an increase in the salaries of administrative staff: higher salaries will attract more qualified and dedicated personnel. Among administrative staff members, 25% play leadership roles in national organizations, 56% present papers at professional meetings, 16% receive grants from foundations and agencies, 13% teach university courses, and 20% publish. These impressive statistics refer to activities which go far beyond most job descriptions. If the university truly wishes to pursue academic excellence, it no longer can afford to conduct its hiring practices under two sets of criteria.
Finally, a 10% salary increase for administrative staff would also move the administrative staff closer to the 50th percentile. To bring administrative staff salaries to the desired 60th percentile, an additional $900-$1,000 per position per year would be required.

All salaries and data comparisons were obtained from the 1985-86 CUPA reports.
CONDITIONS OF EMPLOYMENT

1. Position/Titles:
   a. ( ) full-time
   b. ( ) part-time

2. Type of Employment:
   a. ( ) regular
   b. ( ) non-renewal annually

3. Period of Employment:
   ( ) fiscal year
   ( ) other

4. Compensation:
   a. Salary for period designated above: ($ ) to be distributed as follows: Cash amount ($ ) PERS Employer Pick-Up ($ ) First payment date: Subsequent payments TO BE MADE on the 20TH of each month through

b. Fringe and related benefits. In addition to the annual salary paid to the Appointee hereunder, the University shall continue to provide the Appointee all fringe benefits offered by the University according to the Appointee's type of employment as described in the Administrative Staff Handbook and shall provide adequate notice of any changes in these benefits.

5. Obligations of the Appointee: In consideration of the terms of this appointment, the Appointee agrees to perform such professional duties and services as identified in the appointed position or title, and/or as may be assigned or changed to the satisfaction of the Appointee's immediate supervisor. It is the responsibility of the officer(s) signing for the University to verify whether or not the Appointee's performance is in accord with prevailing University practice.

6. Incorporation by References. This contract is entered into by the Appointee and the University and is subject to the established and existing provisions under The Constitution and the Revised Code of Ohio, the Administrative Staff Handbook, and other established official regulations of the Board of Trustees of the University in effect as of this contract period.

7. Termination: This contract may be terminated by the University through its appropriate agents or officers pursuant only to the procedures and reasons set forth HEREIN AND in the Administrative Staff Handbook.

8. Rights of the Parties:
   a. University:
      (1) This contract is contingent upon the availability of funds. In the case of employees whose compensation POSITIONS ARE paid wholly or in part by grant/EXTERNAL funds, employment is contingent upon the availability of said grant funds.
      (2) This contract is predicated upon substantive representations regarding education, experience, qualifications and general background which, if subsequently proven to be fraudulent, FALSE, may cause this contract to be voidable at the discretion of the University.
   b. Appointee: Signature on this contract does not preclude the Appointee from pursuing established grievance procedures.

9. Return of the Contract: The signed original and one signed copy of this contract shall be returned to the contracting officer by [date] or within two weeks of date of receipt.

SIGNATURE OF APPOINTEE

DATE

SOCIAL SECURITY NUMBER

BOWLING GREEN STATE UNIVERSITY
<table>
<thead>
<tr>
<th>BENEFITS</th>
<th>WHO PAYS</th>
<th>WHEN ELIGIBLE</th>
<th>BENEFITS PROVIDED/COSTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>HEALTH INSURANCE</td>
<td>BGSU</td>
<td>First of month after employment, provided enrollment forms completed on time.</td>
<td>Employee Coverage 120-day hospitalization includes same private room, nursing, laboratory, diagnostic and other medical services while confined in a hospital.</td>
</tr>
<tr>
<td>HOSPITALIZATION</td>
<td>YOUN AND BGSU</td>
<td>SAME</td>
<td>Family coverage - cost split between University and employee.</td>
</tr>
<tr>
<td>PHYSICIAN SERVICES</td>
<td>BGSU</td>
<td>SAME</td>
<td>Full cost for single or family. Covers customary and reasonable physician fees for covered surgical services, diagnosis, anesthesia and medical services.</td>
</tr>
<tr>
<td>PRESCRIPTION DRUG PLAN</td>
<td>BGSU</td>
<td>SAME</td>
<td>Plan pays 100% generic drug and 80% of name brand drug, without a deductible.</td>
</tr>
<tr>
<td>MAJOR MEDICAL</td>
<td>BGSU</td>
<td>SAME</td>
<td>Employee Coverage provides 80% insurance for covered medical expenses after $100 deductible in a six-month period ($400 deductible if not covered by hospitalization/physician services). After $1,000 of out-of-pocket expenses, policy pays 100% of covered items.</td>
</tr>
<tr>
<td>DENTAL INSURANCE</td>
<td>BGSU</td>
<td>SAME</td>
<td>Family coverage - cost split between University and employee.</td>
</tr>
<tr>
<td>VISION CARE</td>
<td>BGSU</td>
<td>SAME</td>
<td>Employee Coverage Only</td>
</tr>
<tr>
<td>LIFE INSURANCE</td>
<td>YOUN** AND BGSU</td>
<td>Upon Employment</td>
<td>Based upon employee's contract salary: 2 1/2 times salary to $150,000 maximum. 1 1/2 times salary premium paid by BGSU, 1/2 times salary premium paid by employee through payroll deduction.</td>
</tr>
<tr>
<td>ACCIDENTAL DEATH</td>
<td>BGSU</td>
<td>One Year Following Employment</td>
<td>After six months of total disability, policy pays 60% of monthly salary (but not more than $25,000), payable until 70th birthday except for 24-month maximum benefit for nervous/mental disabilities.</td>
</tr>
<tr>
<td>DISMEMBERMENT (New)</td>
<td>BGSU</td>
<td>Upon Employment</td>
<td>350,000 accidental death and dismemberment insurance when traveling on University business. Benefits range from $25,000 - $35,000.</td>
</tr>
<tr>
<td>DEPENDENT LIFE INSURANCE</td>
<td>YOUN</td>
<td>Upon Employment</td>
<td>$10,000 for spouse; $5,000 for each child (6 months to age 21); and $500 for each (15 days to 6 months). Cost is $4.10 per month regardless of the number of dependents.</td>
</tr>
<tr>
<td>INCOME PROTECTION PLAN</td>
<td>YOUN# Approved Date of Application Form</td>
<td>Variable monthly benefits available for disability from illness or injury (includes accidental death benefits).</td>
<td></td>
</tr>
</tbody>
</table>

*A full-time administrative staff member is one who works 40 hours per week on a regular schedule and is employed full-time 9 months per year. (Exception: To be eligible for insurance benefits, a staff member must have a full-time contract which extends for a minimum of 9 months). The benefits explained on pages 16 - 23 apply to all full-time staff members. For a more complete explanation of insurance benefits, refer to your insurance benefit handbook or contact the insurance administrator; for information about other benefits contact Administrative Staff Personnel Services.*

**Rates for Life, Accidental Death and Dismemberment, and Long-Term Disability are based on the salary scale available from Office of Insurance Administrator.

#Coverage optional.
**BENEFITS IN BRIEF - BOWLING GREEN STATE UNIVERSITY - FULL-TIME ADMINISTRATIVE STAFF - continued**

<table>
<thead>
<tr>
<th>BENEFITS</th>
<th>WHO PAYS</th>
<th>WHEN ELIGIBLE</th>
<th>BENEFITS PROVIDED/COSTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RETIRED</strong></td>
<td>BGSU and YOU</td>
<td>Upon Employment</td>
<td>Benefits depend upon years of service, avg. highest-three-year average salary and payment options. Employee Contribution - 6.5% of salary. University Contribution - 12.71% for PERS. Employee Contribution - 8.5% of salary. University Contribution - 14.0% for STRS.</td>
</tr>
<tr>
<td>Public Employees</td>
<td></td>
<td></td>
<td><strong>NOTE:</strong> University employees are not covered by social security. University will pick up this required employee contribution and pay this amount directly to PERS/STRS on behalf of the employee as an additional employer contribution. This amount is deemed to be deferred income for federal income tax purposes and is not taxed until ultimately received as part of PERS/STRS pension benefits or as a refund at termination of employment. **New administrative staff members are always enrolled in PERS and STRS. <strong>EXCEPTION:</strong> A member of STRS who transfers directly from a faculty position at BGSU to an administrative staff position at BGSU retains membership in STRS.</td>
</tr>
<tr>
<td>Retired System (PERS)**</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State Teachers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retirement System (STRS)**</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>SUPPLEMENTAL RETIREMENT PLAN</strong></td>
<td>BGSU and YOU</td>
<td>Upon Retirement</td>
<td>Options for post-retirement part-time employment, term and paid-up life and/or annuity insurance and fee waivers for retirees and dependents.</td>
</tr>
<tr>
<td>(Less than seventy (70) year of age)</td>
<td></td>
<td>With at Least Ten Years of Full Time Service</td>
<td>An additional portion of one's salary may be deferred through purchase of annuities from several authorized carriers subject to pertinent Internal Revenue Service rules. (This additional portion is optional.)</td>
</tr>
<tr>
<td><strong>SICK LEAVE</strong></td>
<td>BGSU</td>
<td>Upon Employment</td>
<td>Sick leave accrues at the rate of 15 days per year. Full-time staff who are contracted for less than twelve months earn a prorated amount of sick leave. At retirement (with at least 10 years of State service), 1/3 of accrued sick leave may be paid in cash (maximum—30 working days) or applied to paid-up life or annuity insurance.</td>
</tr>
<tr>
<td><strong>HOLIDAYS</strong></td>
<td>BGSU</td>
<td>Upon Employment</td>
<td>Ten holidays. Full-time staff who are contracted for less than 12 months, are entitled to holidays that occur during their contract period.</td>
</tr>
<tr>
<td><strong>VACATION</strong></td>
<td>BGSU</td>
<td>After One Year of Service</td>
<td>Vacation is earned at the rate of 1.83 days per month (22 days annually). Full-time staff who are contracted for less than 12 months and those who receive time off with pay during academic recess are not eligible for vacation.</td>
</tr>
<tr>
<td><strong>MILITARY LEAVE</strong></td>
<td>BGSU</td>
<td>Upon Employment</td>
<td>Approved for employees belonging to Ohio National Guard or a reserve component of the armed forces. Active duty not to exceed 31 days per year.</td>
</tr>
<tr>
<td><strong>JURY DUTY</strong></td>
<td>BGSU</td>
<td>Upon Employment</td>
<td>Full pay compensation for jury duty to be deposited at the employee's office, unless jury duty occurs outside normal working hours or during vacation.</td>
</tr>
<tr>
<td><strong>PARKING SERVICES</strong></td>
<td>BGSU</td>
<td>Upon Employment</td>
<td>Parking decals furnished without cost for one vehicle.</td>
</tr>
<tr>
<td><strong>FEE WAIVERS (EMPLOYEE)</strong></td>
<td>BGSU</td>
<td>Upon Employment</td>
<td>Full-time employees may enroll in four courses each year, not to exceed two courses per academic term (audit or credit) without payment of the instructional or general fee. NOTE: If employment begins no later than two weeks after the first day of the semester, employee may receive fee waiver for that semester; otherwise this benefit is available to employee for the next semester/session.</td>
</tr>
<tr>
<td><strong>FEE WAIVER (DEPENDENT)</strong></td>
<td>BGSU and YOU</td>
<td>After three years of full-time service</td>
<td>Spouses and/or dependent children of full-time employees may enroll as full-time or part-time students without payment of the instructional fee.</td>
</tr>
<tr>
<td>BENEFITS</td>
<td>WHO PAYS</td>
<td>WHEN ELIGIBLE</td>
<td>BENEFITS PROVIDED/COSTS</td>
</tr>
<tr>
<td>--------------------------</td>
<td>----------</td>
<td>---------------------</td>
<td>---------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>TRAVEL REIMBURSEMENT</td>
<td>BGSU</td>
<td>Upon Employment</td>
<td>Covers authorized travel, lodging and meals while on University business - see travel regulations for reimbursement rates.</td>
</tr>
<tr>
<td>WORKERS’ COMPENSATION</td>
<td>BGSU</td>
<td>Upon Employment</td>
<td>State compensation plan for work-related illness or injury.</td>
</tr>
<tr>
<td>UNEMPLOYMENT COMPENSATION</td>
<td>BGSU</td>
<td>In Accordance with Ohio Law</td>
<td>Compensation for periods of unemployment as determined by Ohio law.</td>
</tr>
<tr>
<td>DISCOUNTS</td>
<td>BGSU</td>
<td>Upon Employment</td>
<td>Available to full-time employees for purchase at the Bookstore, Ice Arena State Shop, and for athletic tickets. Discounts available for some continuing education courses.</td>
</tr>
<tr>
<td>U.S. SAVINGS BONDS</td>
<td>YOU</td>
<td>Upon Request</td>
<td>Available through payroll deductions.</td>
</tr>
<tr>
<td>BANKING SERVICES</td>
<td>---</td>
<td>Upon Employment</td>
<td>Automatic deposit of paychecks to a bank, savings and loan, financial institution is mandatory.</td>
</tr>
<tr>
<td>CREDIT UNION</td>
<td>YOU</td>
<td>Upon Request</td>
<td>Payroll deductions available for Credit Union (a non-university agency).</td>
</tr>
</tbody>
</table>
Administrative Staff Salary Request
1987-1988

The Administrative Staff salary request for 1987-1988 is 10%.

This is the minimum percentage, for the next three years, needed to bring the administrative staff salaries up to the 50th percentile of similar positions in the Mid-American Conference and throughout colleges and universities of similar size and budget according to the College and University Personnel Association (CUPA) data.

This salary request hopes to stem the tide of the 33% annual turnover experienced by administrative staff for the past several years. When residence life staff and athletic department staff are eliminated from the turnover rate, administrative staff are still replaced at a rate of 30% per year. This is not cost effective to an institution.

Administrative staff members are twelve month employees. Their professional preparation is in most cases a Masters degree, 9% of the administrative staff members have PhDs. Although qualifications do not change, with longevity, there is an increase of responsibility and with the complexity of decision making that is expected of the experienced administrative staff member. They are expected to grow in interpersonal skills (student services), program design and computing skills (registrar, computer services), increased opportunities for student internships (co-op, placement), etc.
There are no planned opportunities for the majority of administrative staff members to increase their experience through sabbatical leaves or to supplement their income through summer school teaching or through consulting.

As faculty members seek to achieve the 60th percentile in their salary, so, too should the professional administrative staff members who work with them to bring the university to a position of a major research and teaching institution. The ability to hire more able faculty members based on salary increases is the same argument that can be made for increasing the salaries of administrative staff members. Currently 25% of administrative staff members are sought out by their national organizations for leadership, 56% of administrative members present papers at their professional meetings, and 16% of the administrative staff members have received grants from foundations and agencies for their proposals. Another 19% administrative staff members teach university courses and 20% of them have published in the past several years. These are impressive activities which go beyond the job descriptions of most administrative staff. The university cannot afford to hire at two levels as it seeks to upgrade itself. Faculty and administrative staff members are tied together in the development of an increasingly complex institution.

This salary recommendation brings the administrative staff salary up to the 50th percentile. To bring the salaries to the desired 60th percentile would require an additional $900-$1,000 per position. All salaries and data comparisons were from the 1985-1986 CUPA reports.
<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Aid</td>
<td>$28,000</td>
<td>$30,708</td>
<td>$32,340</td>
<td>$34,000</td>
<td>$36,144</td>
<td>$41,450</td>
</tr>
<tr>
<td>Bursar</td>
<td>26,040</td>
<td>26,000</td>
<td>28,000</td>
<td>31,444</td>
<td>32,910</td>
<td>38,219</td>
</tr>
<tr>
<td>Bookstore</td>
<td>26,000</td>
<td>29,369</td>
<td>30,415</td>
<td>32,900</td>
<td>36,000</td>
<td>36,000</td>
</tr>
<tr>
<td>Student Activities</td>
<td>27,900</td>
<td>31,320</td>
<td>33,743</td>
<td>34,400</td>
<td>35,498</td>
<td></td>
</tr>
<tr>
<td>Alumni Affairs</td>
<td>28,562</td>
<td>31,188</td>
<td>31,906</td>
<td>34,500</td>
<td>43,279</td>
<td></td>
</tr>
<tr>
<td>Registrar</td>
<td>30,708</td>
<td>34,800</td>
<td>35,641</td>
<td>38,115</td>
<td>43,089</td>
<td></td>
</tr>
<tr>
<td>Admissions</td>
<td>31,500</td>
<td>35,064</td>
<td>36,300</td>
<td>37,570</td>
<td>44,250</td>
<td></td>
</tr>
<tr>
<td>Stu. Placement</td>
<td>28,100</td>
<td>29,990</td>
<td>32,682</td>
<td>35,000</td>
<td>37,400</td>
<td></td>
</tr>
<tr>
<td>Public Safety</td>
<td>27,200</td>
<td>31,500</td>
<td>33,300</td>
<td>35,400</td>
<td>40,292</td>
<td></td>
</tr>
<tr>
<td>Inst. Studies</td>
<td>33,970</td>
<td>37,438</td>
<td>38,200</td>
<td>40,656</td>
<td>45,360</td>
<td></td>
</tr>
<tr>
<td>Research Services</td>
<td>32,000</td>
<td>39,126</td>
<td>40,900</td>
<td>44,484</td>
<td>50,000</td>
<td></td>
</tr>
<tr>
<td>Aff. Action</td>
<td>28,080</td>
<td>31,250</td>
<td>32,455</td>
<td>35,000</td>
<td>41,400</td>
<td></td>
</tr>
<tr>
<td>Food Service Op.</td>
<td>29,000</td>
<td>33,228</td>
<td>33,456</td>
<td>35,636</td>
<td>40,944</td>
<td></td>
</tr>
<tr>
<td>Treasurer</td>
<td>35,500</td>
<td>39,500</td>
<td>40,500</td>
<td>43,653</td>
<td>53,781</td>
<td></td>
</tr>
<tr>
<td>Computer Services</td>
<td>$46,000</td>
<td>$44,400</td>
<td>$49,500</td>
<td>$57,046</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
ARTICLE 5 VACANCIES

Positions vacated by resignation or for other reasons prior to the dates of the annual election for the position vacated shall be filled as follows.

Section 1: ASC Chair

A vacancy in the position of ASC Chair shall be filled by the Chair-elect. If the Chair-elect is unable to fill the position for the current year, they retain the Chair-elect title. The candidate who received the next highest number of votes for Chair-elect shall be asked to fill the chair vacancy for the remainder of the current year.

Section 2: Other Vacancies

A. A vacancy in other elected positions provided for in the Administrative Staff Council Charter and the By-Laws shall be filled by the person who, in the preceding election, received the next highest number of votes for the position vacated. In the event that there is a tie in the number of votes for the persons receiving the next highest number of votes, the vacancy shall be filled by lot conducted by the Executive Committee.

B. In the event a council member chooses to take an approved leave during their term of office, a permanent substitute will be chosen by the council member. One month prior to the beginning of the leave period, the name of the substitute shall be submitted to the Executive Committee for their approval. The substitute shall have full voting privileges and shall meet all obligations of a full council member. The option to designate a substitute for the purposes of an approved leave shall not exceed one year. Should an approved leave be granted for more than one year, the council member shall be requested to resign their term of remainder thereof.

In the event that a vacancy is not filled as specified in Article 5, Sections 1 and 2, the Election Committee shall conduct a special election following the election procedures for that position.
Proposed Amendment to the ASC Charter

SECTION IV - Officers and Committees

PRESENT: Committees

1. Executive Committee. The Executive Committee shall be composed of the Chair, the Chair-Elect, the Secretary and one representative from each Vice Presidential area, elected from the Administrative Staff Council by the full administrative staff membership.

PROPOSED: 1. Executive Committee. The Executive Committee shall be composed of the Chair, the Chair-Elect, THE IMMEDIATE PAST CHAIP, the Secretary and one representative from each Vice Presidential area, elected from the Administrative Staff Council by the full administrative staff membership.
CONTRACT INFORMATION

A RECORD OF CHANGES IN AN EMPLOYEE’S CONTRACT STATUS WILL BE MAINTAINED IN THE EMPLOYEE’S PERSONNEL FILE LOCATED IN THE ADMINISTRATIVE STAFF PERSONNEL SERVICES OFFICE.

Appointment Information

APPOINTMENT OF ADMINISTRATIVE STAFF

Administrative staff members shall be advised in writing at the time of initial appointment of the primary responsibilities of the position including title, salary, and pay period.

At the time of initial appointment, the administrative staff member shall receive from the contracting officer a contract and a letter of appointment which shall include the job description and other terms of employment such as title, salary, and pay periods.

Obligation to the University

An administrative staff member may not accept employment from outside the University that will adversely affect fulfillment of the responsibilities and duties of the assigned position/title.

Continuance/Termination/Release

A. Continuance

CONTINUANCE OF CONTRACT

Appointments to full-time administrative staff positions will be subject to renewal or non-renewal annually, on a fiscal year basis. It is assumed that a full-time administrative staff member will receive successive annual contracts unless:

1. The contract states the contrary.

2. The University has made the decision not to continue employment (see NON-RENEWAL OF CONTRACT, BELOW) and has given timely written notification to the administrative staff member as follows:

   a. not later than March 1 of the first, second and third years of contract service if appointment is to expire at the end of one of those fiscal years.

   b. not later than January 1 of any subsequent fiscal year of contract service.

Recommendations for non-renewal (which will include supportive information) will be made to the appropriate supervisor and President, appropriate Vice President or Dean by area basis.

NOTE: FOR ADMINISTRATIVE STAFF MEMBERS WHOSE CONTRACTS DO NOT BEGIN ON JULY 1, THE ABOVE DATES WILL BE ADJUSTED TO FOUR MONTHS PRIOR TO THE END OF THE CONTRACT FOR PERSONS IN FIRST, SECOND AND THIRD YEARS AND TO SIX MONTHS PRIOR TO THE END OF THE CONTRACT FOR PERSONS IN SUBSEQUENT CONTRACT YEARS OF SERVICE.
B. NON-RENEWAL OF CONTRACT

RECOMMENDATION FOR NON-RENEWAL SHALL BE MADE IN WRITING TO THE CONTRACTING OFFICER AND SHALL INCLUDE SUPPORTING WRITTEN DOCUMENTATION.

IN THE CASE OF NON-RENEWAL BECAUSE OF PERFORMANCE, THE WRITTEN DOCUMENTATION SHALL INCLUDE COPIES OF PAST PERFORMANCE EVALUATIONS, UNLESS UNAVAILABLE. IN THE CASE OF FIRST-YEAR EMPLOYEES.

IN THE CASE OF NON-RENEWAL BECAUSE OF REORGANIZATION, THE WRITTEN DOCUMENTATION SHALL INCLUDE DETAILS AND RATIONALE OF THE REORGANIZATION, INCLUDING ANY REASSIGNMENT TO EXISTING STAFF OF DUTIES PREVIOUSLY ASSIGNED TO THE NON-RENEWED EMPLOYEE.

C. Termination

Termination of the appointment and contract before the end of any contracted term of service shall be referred to as "Termination for Cause." AN ADMINISTRATIVE STAFF MEMBER MAY BE TERMINATED FOR CAUSE DURING THE CONTRACT YEAR FOR THE FOLLOWING REASONS:

1. Conviction of a felony;

2. If credentials are proved to be fraudulent; EVIDENCE OF FRAUDULENT CREDENTIALS

3. DOCUMENTED SIGNIFICANT failure to perform duties and services (as identified in the appointed position or title and/or as may be assigned or changed) to the satisfaction of the staff member's immediate supervisor.

4. DOCUMENTED FAILURE TO ACCEPT REASONABLE CHANGES IN THE JOB DESCRIPTION AS REQUIRED BY EVOLVING TECHNOLOGY OR BY CHANGES IN UNIVERSITY ORGANIZATION, PRIORITIES, OR RESOURCES.

5. DOCUMENTED GROSS FAILURE TO COMPLY WITH THE CODE OF STANDARDS AND RESPONSIBILITIES FOR ADMINISTRATORS (SEE PAGE 1).

RECOMMENDATIONS FOR TERMINATION SHALL ORIGINATE WITH THE IMMEDIATE SUPERVISOR AND SHALL BE SENT TO THE CONTRACTING OFFICER VIA APPROPRIATE AREA OR DEPARTMENT HEADS. IF THE IMMEDIATE SUPERVISOR IS A CONTRACTING OFFICER, THE RECOMMENDATION IS SENT TO THE AREA VICE PRESIDENT OR TO THE PRESIDENT, WHICHEVER IS APPROPRIATE. THE FINAL DECISION TO TERMINATE AN ADMINISTRATIVE STAFF MEMBER IMMEDIATELY IS MADE BY THE CONTRACTING OFFICER (OR BY THE VICE PRESIDENT OR PRESIDENT IF THE CONTRACTING OFFICER IS THE IMMEDIATE SUPERVISOR). THE OFFICE OF ADMINISTRATIVE STAFF PERSONNEL SERVICES SHALL BE ADVISED OF RECOMMENDATIONS AND DECISIONS CONCERNING TERMINATION. IN THE EVENT OF TERMINATION, THE STAFF MEMBER SHALL RECEIVE 10 WORKING DAYS PAY UPON DISMISSAL.

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D. SUSPENSION

THERE ARE TWO TYPES OF SUSPENSION. THE FIRST TYPE OF SUSPENSION IS AN INTERIM STEP TOWARD TERMINATION. THE SECOND TYPE OF SUSPENSION IS DISCIPLINARY SUSPENSION. UPON THE RECOMMENDATION OF THE SUPERVISOR, THE CONTRACTING OFFICER MAY SUSPEND EXCEPT WHERE THE SUPERVISOR IS THE CONTRACTING OFFICER IN WHICH CASE THE DECISION SHALL BE MADE BY THE AREA VICE PRESIDENT OR THE PRESIDENT WHICHEVER IS APPROPRIATE.

1. SUSPENSION AS INTERIM STEP TO TERMINATION

SUSPENSION CAN BE INVOKED DURING THE PERIOD IN WHICH AN EMPLOYEE IS BEING CONSIDERED FOR TERMINATION. SUSPENSION AS AN INTERIM STEP TOWARD TERMINATION WILL INCLUDE

- 10 WORKING DAYS PAY AND PAY FOR UNUSED VACATION;
- AN OPPORTUNITY FOR THE SUSPENDED EMPLOYEE TO CONTINUE UNIVERSITY HEALTH CARE INSURANCE, AT THE EMPLOYEE'S EXPENSE FROM THE FIRST DAY OF THE MONTH FOLLOWING THE DATE OF THE SUSPENSION THROUGH THE RESOLUTION OF THE SUSPENSION.

ALL PAY AND BENEFITS WILL BE ACCRUED AND HELD IN ESCROW BY THE UNIVERSITY UNTIL THE TERMINATION ISSUE IS RESOLVED. IN THE EVENT THE SUSPENSION IS RESOLVED TO THE STAFF MEMBER'S FAVOR, THE STAFF MEMBER SHALL BE ENTITLED TO FULL BACK PAY AND BENEFITS, INCLUDING RESTORATION OF VACATION DAYS, AND RECORDS OF THE SUSPENSION SHALL BE REMOVED FROM THE EMPLOYEE'S FILES.

2. DISCIPLINARY SUSPENSION

SUSPENSION UP TO 30 CALENDAR DAYS MAY BE USED AS A DISCIPLINARY PROCEDURE EITHER IN LIEU OF TERMINATION OR AS A MEANS OF DEALING WITH LESS SERIOUS OR TEMPORARY PROBLEMS. SUCH SUSPENSION SHALL BE WITHOUT PAY. VACATION CANNOT BE USED NOR EARNED. ALL OTHER BENEFITS WILL CONTINUE AS USUAL.

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

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

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

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

- In the case of release because of financial exigency, the staff member concerned will be given a minimum of three months notice.

- In the case of release because of bona fide discontinuance of a program or departmental/divisional area, the staff member in the first three years of employment will be given a minimum of four months notice; the staff member with more than three years of employment will be given a minimum of six months notice.

- The release of persons funded by external grants shall be contingent upon the availability of said grant funds.
who might be helpful in establishing the facts of the case. In all instances, the administrative staff member or anyone providing information on behalf of that person will be assured that no reprisal will occur at any stage as a result of the complaint.

If the complainant is not satisfied with the results of the investigation by the Office of Affirmative Action, a request for a grievance hearing may be made. In the event that the complainant is not satisfied with the results of the hearing, an appeal may be made to the President of the University. The decision of the President is final.

For specific information regarding the University's affirmative action grievance procedures, you may contact the Office of Affirmative Action or refer to Bowling Green State University's Affirmative Action Plan.

GRIEVANCE AND HEARING PROCEDURES

I. Grievance Procedure

A. Purpose

The purpose of the grievance procedure is to ensure the prompt resolution of complaints by administrative staff members regarding the terms and conditions of employment, salary, benefits, or other job-related concerns. The decision--not to continue--of--an administrative staff member is not grievable, and, therefore, not subject to this procedure.

Complaints dealing with alleged discrimination will be processed according to the provisions of the University's affirmative action plan.

B. Area review committee

The President (or designee) and each vice president will establish a three-member committee to assist in resolving grievances within the vice-presidential area. Committee members will serve for three years except initial appointments which will be staggered one, two, and three years.

The President (or designee) and each vice president will be responsible for establishing procedures for appointing a chair and for designating the time period for serving in this capacity.

C. Initial review and transmittal of grievance

When a complaint arises, the administrative staff member should first attempt to resolve the issue with the immediate supervisor. Efforts in this direction should be documented. If the grievance is not resolved to the staff member's satisfaction, that person may present the
APPOINTMENT OF ADMINISTRATIVE STAFF


CONTINUANCE OF CONTRACT

Appointments to full-time administrative staff positions will be subject to renewal or non-renewal annually, on a fiscal year basis. It is assumed that a full-time administrative staff member will receive successive annual contracts unless:

1. The contract states the contrary

2. The University has made the decision not to RENEW THE CONTRACT (SEE NON-RENEWAL OF CONTRACT, BELOW) and has given timely WRITTEN NOTIFICATION TO THE ADMINISTRATIVE STAFF MEMBER as follows:
   a. not later than March 1 of the first, second and third years of contract service if appointment is to expire at the end of one of those fiscal years
   b. not later than January 1 of any subsequent fiscal year of contract service.

NOTE:
FOR ADMINISTRATIVE STAFF MEMBERS WHOSE CONTRACTS DO NOT BEGIN ON JULY 1, THE ABOVE DATES WILL BE ADJUSTED TO FOUR MONTHS PRIOR TO THE END OF THE CONTRACT FOR PERSONS IN FIRST, SECOND AND THIRD YEARS AND TO SIX MONTHS PRIOR TO THE END OF THE CONTRACT FOR PERSONS IN SUBSEQUENT CONTRACT YEARS OF SERVICE.
NON-RENEWAL OF CONTRACT

RECOMMENDATIONS FOR NON-RENEWAL SHALL BE MADE IN WRITING TO THE CONTRACTING OFFICER AND SHALL INCLUDE SUPPORTING WRITTEN DOCUMENTATION.

IN THE CASE OF NON-RENEWAL BECAUSE OF PERFORMANCE, THE WRITTEN DOCUMENTATION SHALL INCLUDE COPIES OF PAST PERFORMANCE EVALUATIONS, UNLESS NOT AVAILABLE IN THE CASE OF FIRST-YEAR EMPLOYEES.

IN THE CASE OF NON-RENEWAL BECAUSE OF REORGANIZATION, AN EMPLOYEE'S INABILITY TO SERVE THE UNIVERSITY WITHIN THE REORGANIZED UNIT SHALL BE EXPLAINED.

TERMINATION OF CONTRACT

Termination of the appointment and contract before the end of any contracted term of service shall be referred to as "Termination for Cause." An Administrative Staff Member may be terminated for cause during the contract year for the following reasons:

1. conviction of a felony;
2. proof of fraudulent credentials;
3. documented significant failure to perform duties and services to the satisfaction of the staff member's immediate supervisor;
4. documented failure to accept reasonable changes in the job description as required by evolving technology or by changes in University organization, priorities or resources.
5. other reasons, etc.

PROCEDURES FOR TERMINATION:

RECOMMENDATIONS FOR TERMINATION SHALL ORIGINATE WITH THE IMMEDIATE SUPERVISOR AND SHALL BE SENT TO THE CONTRACTING OFFICER VIA APPROPRIATE AREA OR DEPARTMENT HEADS. IF THE IMMEDIATE SUPERVISOR IS A CONTRACTING OFFICER, THE RECOMMENDATION IS SENT TO THE AREA VICE PRESIDENT OR TO THE PRESIDENT, WHICHEVER IS APPROPRIATE. THE FINAL DECISION TO TERMINATE AN ADMINISTRATIVE STAFF MEMBER IMMEDIATELY IS MADE BY THE CONTRACTING OFFICER (OR BY THE VICE PRESIDENT OR PRESIDENT IF THE CONTRACTING OFFICER IS THE IMMEDIATE SUPERVISOR). THE OFFICE OF ADMINISTRATIVE STAFF PERSONNEL SERVICES SHOULD BE ADVISED OF RECOMMENDATIONS AND DECISIONS CONCERNING TERMINATION. IN THE EVENT OF TERMINATION, THE STAFF MEMBER SHALL BE CONTINUED ON THE PAYROLL FOR FOURTEEN CALENDAR DAYS FOLLOWING THE DATE OF DISMISSAL.
D. SUSPENSION

There are two types of suspension. The first type of suspension is an interim step toward termination. The second type of suspension is disciplinary suspension. Upon the recommendation of the supervisor, the contracting officer may suspend except where the supervisor is the contracting officer in which case the decision shall be made by the area vice president or the president whichever is appropriate.

1. Suspension as interim step to termination.
   Suspensions can be invoked during the period in which an employee is being considered for termination. Suspension as an interim step toward termination will include:
   - 14 days' pay and pay for unused vacation
   - Health care purchased by the suspended employee (see leave of absence policy)
   - All pay and benefits will be accrued and held in escrow by the University until the termination issue is resolved. In the event the suspension is resolved to the staff member's favor, the staff member shall be entitled to full back pay and benefits. Any records of the suspension shall be removed from the employee's personal file.

2. Disciplinary Suspension
   Suspension up to 30 days may be used as a disciplinary procedure either in lieu of termination or as a means of dealing with less serious or temporary problems. Such suspension shall be without pay. Vacation cannot be used nor earned. All other benefits will continue as usual. In order to avoid capricious action on the part of the supervisor, such suspension may be grieved.

RELEASE

Release may be EFFECTED in the case of financial exigency, or bona fide discontinuance of a program or departmental/divisional area. The staff member IN THE FIRST THREE YEARS OF EMPLOYMENT will be given a minimum of FOUR months written notice; STAFF MEMBERS WITH MORE THAN THREE YEARS OF EMPLOYMENT WILL BE GIVEN SIX MONTHS NOTICE. The release of persons funded by external grants shall be contingent upon the availability of said grant funds.

With 60 days notice
B. NON-RENEWAL OF CONTRACT

RECOMMENDATIONS FOR NON-RENEWAL SHALL BE MADE IN WRITING TO THE CONTRACTING OFFICER AND SHALL INCLUDE SUPPORTING WRITTEN DOCUMENTATION. EXAMPLES OF REQUIRED DOCUMENTATION FOLLOW:

IN THE CASE OF NON-RENEWAL BECAUSE OF PERFORMANCE, THE WRITTEN DOCUMENTATION SHALL INCLUDE COPIES OF PAST PERFORMANCE EVALUATIONS. UNLESS NOT PREVIOUSLY DONE FOR AN EMPLOYEE.

IN THE CASE OF NON-RENEWAL BECAUSE OF REORGANIZATION, AN EMPLOYEE'S INABILITY TO SERVE THE UNIVERSITY WITHIN THE REORGANIZED UNIT SHALL BE EXPLAINED.

C. TERMINATION OF CONTRACT

Termination of the appointment and contract before the end of any contracted term of service shall be referred to as "Termination for Cause." OR "Release." AN ADMINISTRATIVE STAFF MEMBER MAY BE TERMINATED FOR CAUSE DURING THE CONTRACT YEAR FOR THE FOLLOWING REASONS:

1. Temporizing for Cause

- An administrative staff member may be terminated for cause during the contract year for the following reasons:

  1. Conviction of a felony [OR OTHER OFFENSE WHOSE NATURE IS INIMICAL TO THE INTEREST OF THE UNIVERSITY]

  2. PROOF OF FRAUDULENT CREDENTIALS;

  3. DOCUMENTED REPEATED failure to perform duties and services (as identified in the appointed position or title or as may be assigned or changed) to the satisfaction of the staff member's immediate supervisor;

  4. DOCUMENTED FAILURE TO ACCEPT REASONABLE CHANGES IN THE JOB DESCRIPTION AS REQUIRED BY EVOLVING TECHNOLOGY OR BY CHANGES IN UNIVERSITY ORGANIZATION, PRIORITIES, OR RESOURCES.

PROCEDURES FOR TERMINATION

RECOMMENDATIONS FOR TERMINATION SHALL ORIGINATE WITH THE IMMEDIATE SUPERVISOR AND SHALL BE SENT TO THE CONTRACTING OFFICER VIA APPROPRIATE AREA OR DEPARTMENT HEADS. IF THE IMMEDIATE SUPERVISOR IS A CONTRACTING OFFICER, THE RECOMMENDATION IS SENT TO THE AREA VICE PRESIDENT OR TO THE PRESIDENT, WHICHEVER IS APPROPRIATE. THE FINAL DECISION TO TERMINATE AN ADMINISTRATIVE STAFF MEMBER IMMEDIATELY IS MADE

D. SUSPENSION

IN LIEU OF IMMEDIATE TERMINATION FOR THE ABOVE-CITED REASONS, AN ADMINISTRATIVE STAFF MEMBER MAY BE SUSPENDED WITHOUT PAY UNTIL THE PROBLEM IS RESOLVED. IN THE EVENT THE SUSPENSION IS RESOLVED TO THE STAFF MEMBER'S FAVOR, THE STAFF MEMBER SHALL BE ENTITLED TO FULL BACK PAY AND BENEFITS. THE STAFF MEMBER MAY ALSO BE CONTINUED ON SUSPENDED STATUS WITH PAY ON A TEMPORARY ASSIGNMENT TO OTHER JOB RESPONSIBILITIES.

E. Release

Release may be EFFECTED in THE case of financial exigency, or bona fide discontinuance of a program or departmental/divisional area. AND

1. THE A STAFF MEMBER IN FIRST THREE YEARS OF EMPLOYMENT CONCERNED WILL BE GIVEN A MINIMUM OF THREE FOUR MONTHS' WRITTEN NOTICE;

2. STAFF MEMBERS WITH MORE THAN THREE YEARS OF EMPLOYMENT WILL BE GIVEN SIX MONTHS' NOTICE;

3. EXCEPT FOR THE THE RELEASE OF PERSONS FUNDED BY EXTERNAL GRANTS WHICH SHALL BE CONTINGENT UPON THE AVAILABILITY OF SAID GRANT FUNDS.

A NOTICE FOR TERMINATION FOR CAUSE OR RELEASE IS NOT EFFECTED BY SECTION A (CONTINUANCE)
who might be helpful in establishing the facts of the case. In all instances, the administrative staff member or anyone providing information on behalf of that person will be assured that no reprisal will occur at any stage as a result of the complaint.

If the complainant is not satisfied with the results of the investigation by the Office of Affirmative Action, a request for a grievance hearing may be made. In the event that the complainant is not satisfied with the results of the hearing, an appeal may be made to the President of the University. The decision of the President is final.

For specific information regarding the University's affirmative action grievance procedures, you may contact the Office of Affirmative Action or refer to Bowling Green State University's Affirmative Action Plan.

GRIEVANCE AND HEARING PROCEDURES

I. Grievance Procedure

A. Purpose

The purpose of the grievance procedure is to ensure the prompt resolution of complaints by administrative staff members regarding the terms and conditions of employment, salary, benefits, or other job-related concerns. The decision not to continue the contract of an administrative staff member is not grievable, and, therefore, not subject to this procedure.

Complaints dealing with alleged discrimination will be processed according to the provisions of the University's affirmative action plan.

B. Area review committee

The President (or designee) and each vice president will establish a three-member committee to assist in resolving grievances within the vice-presidential area. Committee members will serve for three years except initial appointments which will be staggered one, two, and three years.

The President (or designee) and each vice president will be responsible for establishing procedures for appointing a chair and for designating the time period for serving in this capacity.

C. Initial review and transmittal of grievance

When a complaint arises, the administrative staff member should first attempt to resolve the issue with the immediate supervisor. Efforts in this direction should be documented. If the grievance is not resolved to the staff member's satisfaction, that person may present the
NON-RENEWAL OF CONTRACT

RECOMMENDATIONS FOR NON-RENEWAL SHALL BE MADE IN WRITING BY THE CONTRACTING OFFICER AND SHALL INCLUDE SUPPORTING WRITTEN DOCUMENTATION.

- IN THE CASE OF NON-RENEWAL BECAUSE OF PERFORMANCE, THE WRITTEN DOCUMENTATION SHALL INCLUDE COPIES OF PAST PERFORMANCE EVALUATIONS, UNLESS NOT AVAILABLE IN THE CASE OF FIRST-YEAR EMPLOYEES.

- IN THE CASE OF NON-RENEWAL BECAUSE OF REORGANIZATION, AN EMPLOYEE'S INABILITY TO SERVE THE UNIVERSITY WITHIN THE REORGANIZED UNIT SHALL BE EXPLAINED. THE UNIVERSITY WILL EXECUTE

TERMINATION OF CONTRACT

Termination of the appointment and contract before the end of any contracted term of service shall be referred to as "Termination for Cause." An Administrative Staff Member may be terminated for cause during the contract year for the following reasons:

1. conviction of a felony;
2. proof of fraudulent credentials;
3. DOCUMENTED SIGNIFICANT failure to perform duties and services to the satisfaction of the staff member's immediate supervisor;
4. DOCUMENTED FAILURE TO ACCEPT REASONABLE CHANGES IN THE JOB DESCRIPTION AS REQUIRED BY EVOLVING TECHNOLOGY OR BY CHANGES IN UNIVERSITY ORGANIZATION, PRIORITIES OR RESOURCES.
5. [Additional reasons or categories]

PROCEDURES FOR TERMINATION:

Recommendations for termination shall originate with the immediate supervisor and shall be sent to the contracting officer via appropriate area or department heads. If the immediate supervisor is a contracting officer, the recommendation is sent to the area vice president or to the president, whichever is appropriate. The final decision to terminate an administrative staff member immediately is made by the contracting officer (or by the vice president or president if the contracting officer is the immediate supervisor). The office of administrative staff personnel services should be advised of recommendations and decisions concerning termination. In the event of termination, the staff member shall be continued on the payroll for fourteen calendar days following the date of dismissal.
D. SUSPENSION

There are two types of suspension. The first type of suspension is an interim step toward termination. The second type of suspension is disciplinary suspension. Upon the recommendation of the supervisor, the contracting officer may suspend except where the supervisor is the contracting officer in which case the decision shall be made by the area vice president or the president whichever is appropriate.

1. Suspension as interim step to termination.

Suspension can be invoked during the period in which an employee is being considered for termination. Suspension as an interim step toward termination will include:

- 14 days pay and pay for unused vacation
- health care purchased by the suspended employee (see leave of absence policy)

All pay and benefits will be accrued and held in escrow by the University until the termination issue is resolved. In the event the suspension is resolved to the staff member's favor, the staff member shall be entitled to full back pay and benefits.

2. Disciplinary Suspension

Suspension up to 30 days may be used as a disciplinary procedure either in lieu of termination or as a means of dealing with less serious or temporary problems. Such suspension shall be without pay. In order to avoid capricious action on the part of the supervisor, such suspension may be grieved.

Unpaid wages will continue. Co-vacation will not apply.

Ab. Unpaid wages will not be paid accrued, but other benefits will be continued.

Release may be EFFECTED in the case of financial exigency, or bona fide discontinuance of a program or departmental/divisional area. The staff member IN THE FIRST THREE YEARS OF EMPLOYMENT will be given a minimum of four months written notice; STAFF MEMBERS WITH MORE THAN THREE YEARS OF EMPLOYMENT WILL BE GIVEN SIX MONTHS NOTICE. The release of persons funded by external grants which shall be contingent upon the availability of said grant funds.
PROFESSIONAL LEAVE

In the event a Council member chooses to take a professional leave during his/her term of office, a permanent substitute will be chosen by the Council member prior to the beginning of their leave. This name shall be submitted to the Executive Committee one month prior to the beginning of the leave period. The substitute shall have full voting privileges and shall meet all obligations of a full council member. The option to designate a substitute for the purposes of a professional leave shall not exceed one year. Should a professional leave be granted for more than one year, the Council member shall be requested to resign their term or remainder thereof.
CONTRACT INFORMATION

APPOINTMENT OF ADMINISTRATIVE STAFF

At the time of initial appointment, the administrative staff member shall receive from the contracting officer a contract and a letter of appointment which shall include the job description and other terms of employment such as title, salary, and pay periods.

Obligation to the University

An administrative staff member may not accept employment from outside the University that will adversely affect fulfillment of the responsibilities and duties of the assigned position/title.

Continuance/Termination/Release

A. Continuance: CONTINUANCE OF CONTRACT

Appointments to full-time administrative staff positions will be subject to renewal or non-renewal annually, on a fiscal year basis. It is assumed that a full-time administrative staff member will receive successive annual contracts unless:

1. The contract states the contrary.

2. The University has made the decision not to continue employment RENEW THE CONTRACT (SEE NON-RENEWAL OF CONTRACT, BELOW) and has given timely WRITTEN notification to the administrative staff member as follows:

   a. not later than March 1 of the first, second and third years of contract service if appointment is to expire at the end of one of those fiscal years.

   b. not later than January 1 of any subsequent fiscal year of contract service.

Recommendations for non-renewal (which will include supportive information) will be made to the appropriate supervisor, whether President, appropriate Vice-Presidents or Dean by area needs.

Note: For administrative staff members whose contracts do not begin on July 1, the above dates will be adjusted to four months prior to the end of the contract for persons in first, second and third years and to six months prior to the end of the contract for persons in subsequent contract years of service.
B. NON-RENEWAL OF CONTRACT

RECOMMENDATIONS FOR NON-RENEWAL SHALL BE MADE IN WRITING TO THE CONTRACTING OFFICER AND SHALL INCLUDE SUPPORTING WRITTEN DOCUMENTATION. EXAMPLES OF REQUIRED DOCUMENTATION FOLLOW.

IN THE CASE OF NON-RENEWAL BECAUSE OF PERFORMANCE, THE WRITTEN DOCUMENTATION SHALL INCLUDE COPIES OF PAST PERFORMANCE EVALUATIONS.

IN THE CASE OF NON-RENEWAL BECAUSE OF REORGANIZATION, AN EMPLOYEE'S INABILITY TO SERVE THE UNIVERSITY WITHIN THE REORGANIZED UNIT SHALL BE EXPLAINED.

C. TERMINATION OF CONTRACT

Termination of the appointment and contract before the end of any contracted term of service shall be referred to as "Termination for Cause." AN ADMINISTRATIVE STAFF MEMBER MAY BE TERMINATED FOR CAUSE DURING THE CONTRACT YEAR FOR THE FOLLOWING REASONS:

4. Termination for Cause

- Conviction of a felony;
- If credentials are revoked for fraudulent credentials;
- Documented failure to perform duties and services assigned to the appointee's position or to assigned or changed to the satisfaction of the staff member's immediate supervisor;
- Documented failure to accept reasonable changes in the job description as required by evolving technology or by changes in university organization, priorities, or resources.

PROCEDURES FOR TERMINATION

RECOMMENDATIONS FOR TERMINATION SHALL ORIGINATE WITH THE IMMEDIATE SUPERVISOR AND SHALL BE SENT TO THE CONTRACTING OFFICER VIA APPROPRIATE AREA OR DEPARTMENT HEADS. IF THE IMMEDIATE SUPERVISOR IS A CONTRACTING OFFICER, THE RECOMMENDATION IS SENT TO THE AREA VICE PRESIDENT OR TO THE PRESIDENT, WHICHEVER IS APPROPRIATE. THE FINAL DECISION TO TERMINATE AN ADMINISTRATIVE STAFF MEMBER IMMEDIATELY IS MADE.

D. SUSPENSION

IN LIEU OF IMMEDIATE TERMINATION FOR THE ABOVE STATED REASONS, AN ADMINISTRATIVE STAFF MEMBER MAY BE SUSPENDED WITHOUT PAY UNTIL THE PROBLEM IS RESOLVED. IN THE EVENT THE SUSPENSION IS RESOLVED TO THE STAFF MEMBER'S FAVOR, THE STAFF MEMBER SHALL BE ENTITLED TO FULL BACK PAY AND BENEFITS. THE STAFF MEMBER MAY ALSO BE CONTINUED ON SUSPENDED STATUS WITH PAY ON A TEMPORARY ASSIGNMENT TO OTHER JOB RESPONSIBILITIES.

E. Release

Release may be EFFECTED in the case of financial exigency, or bona fide discontinuance of a program or departmental/divisional area.

1. A staff member IN A FIRST THREE YEARS OF EMPLOYMENT will be given a minimum of three (3) months written notice;
2. STAFF MEMBERS WITH MORE THAN THREE YEARS OF EMPLOYMENT WILL BE GIVEN SIX (6) MONTHS NOTICE;
3. except for the release of persons funded by external grants which shall be contingent upon the availability of said grant funds.

A notice for termination for cause or release is not affected by Section 4 (Continuance):
EVALUATION PROCEDURE

1. ALL ADMINISTRATIVE CONTRACT STAFF SHOULD BE EVALUATED EACH YEAR PRIMARILY ON THE BASIS OF:

- PERFORMANCE OF PRIMARY DUTIES
- PERFORMANCE OF OCCASIONAL DUTIES
- ATTAINMENT OF AGREED UPON GOALS

2. IT IS STRONGLY RECOMMENDED THAT EACH VICE PRESIDENT ESTABLISH A COMMITTEE COMPOSED OF ALL THE ADMINISTRATIVE STAFF COUNCIL REPRESENTATIVES OF THAT AREA TO DEVELOP A FORMAT FOR WRITTEN EVALUATIONS FOR THE AREA. EACH VICE PRESIDENT AND ADMINISTRATIVE STAFF COUNCIL REPRESENTATIVES SHOULD AGREE TO THE FORMAT. ALL FORMATS FOR WRITTEN EVALUATION WILL INCLUDE THE CRITERIA LISTED IN ITEM (1) ABOVE.

3. WITHIN EACH DEPARTMENT OR AREA, A STAFF MEMBER MAY BE EVALUATED ON ADDITIONAL CRITERIA APPROPRIATE TO THE POSITION AND AGREED TO IN ADVANCE BY THE STAFF MEMBER AND THE SUPERVISOR. THESE CRITERIA MAY INCLUDE, BUT ARE NOT LIMITED TO:

- SUPERVISORY SKILLS
- INNOVATIONS
- PROFESSIONAL DEVELOPMENT
- INTERPERSONAL RELATIONSHIPS INCLUDING SUPPORT OF HUMAN RIGHTS
- COUNSELING
- AWARDS/HONORS
- TEACHING
- SERVICE ON GOVERNANCE BODIES
- FACILITY MANAGEMENT
- LEARNING NEW SKILLS
- UNIVERSITY AND PROFESSIONAL SERVICE
- PEER RELATIONSHIPS
- RESEARCH/PUBLICATIONS/PRESENTATIONS
- COMMUNICATION SKILLS
- STUDENT EVALUATIONS

4. THE EVALUATION PROCESS SHOULD OCCUR IN TWO STEPS.

A. THE STAFF MEMBER AND SUPERVISOR SHOULD MEET AND ACCOMPLISH THE FOLLOWING:

REVIEW AND DETERMINE STAFF MEMBER'S JOB DESCRIPTION AND GOALS FOR THE NEXT CONTRACT PERIOD AND MAKE ANY NECESSARY CHANGES TO THE BASIC JOB DESCRIPTION.

BASED ON THE ABOVE AGREEMENTS, DETERMINE EVALUATION CRITERIA THAT WILL BE USED TO ASSESS THE STAFF MEMBER'S PERFORMANCE.

THE STAFF MEMBER AND SUPERVISOR WILL CONFIRM THE JOB DESCRIPTION, GOALS AND EVALUATION CRITERIA IN WRITING.

5. THE SUPERVISOR WILL SEND COPIES OF THE WRITTEN EVALUATION TO THE OFFICE OF ADMINISTRATIVE STAFF PERSONNEL SERVICES AND TO THE STAFF MEMBER.
CONTRACT INFORMATION

A RECORD OF CHANGES IN AN EMPLOYEE'S CONTRACT STATUS WILL BE MAINTAINED IN THE EMPLOYEE'S PERSONNEL FILE LOCATED IN THE ADMINISTRATIVE STAFF PERSONNEL SERVICES OFFICE.

Appointment Information

The appointment of administrative staff members shall be advised in writing at the time of initial appointment of the primary responsibility of the position, including title, salary, and pay period.

At the time of initial appointment, the administrative staff member shall receive from the contracting officer a contract and a letter of appointment which shall include the job description and other terms of employment such as title, salary, and pay periods.

Obligation to the University

An administrative staff member may not accept employment from outside the University that will adversely affect fulfillment of the responsibilities and duties of the assigned position/title.

Continuance/Termination/Release

A. Continuance

Continuance of Contract

Appointments to full-time administrative staff positions will be subject to renewal or non-renewal annually, on a fiscal year basis. It is assumed that a full-time administrative staff member will receive successive annual contracts unless:

1. The contract states the contrary.

2. The University has made the decision not to continue employment. Renew the contract see non-renewal of contract, below) and has given timely written notification to the administrative staff member as follows:

a. not later than March 1 of the first, second and third years of contract service if appointment is to expire at the end of one of those fiscal years.

b. not later than January 1 of any subsequent fiscal year of contract service.

Recommendations for non-renewal (which will include supporting information) will be made to the appropriate supervisor, whether president, appropriate vice president or dean by cross-department.

Note: For administrative staff members whose contracts do not begin on July 1, the above dates will be adjusted to four months prior to the end of the contract for persons in first, second and third years and to six months prior to the end of the contract for persons in subsequent contract years of service.

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B. NON-RENEWAL OF CONTRACT

RECOMMENDATION FOR NON-RENEWAL SHALL BE MADE IN WRITING TO THE CONTRACTING OFFICER AND SHALL INCLUDE SUPPORTING WRITTEN DOCUMENTATION.

IN THE CASE OF NON-RENEWAL BECAUSE OF PERFORMANCE, THE WRITTEN DOCUMENTATION SHALL INCLUDE COPIES OF PAST PERFORMANCE EVALUATIONS, UNLESS UNAVAILABLE, IN THE CASE OF FIRST-YEAR EMPLOYEES.

IN THE CASE OF NON-RENEWAL BECAUSE OF REORGANIZATION, THE WRITTEN DOCUMENTATION SHALL INCLUDE DETAILS AND RATIONALE OF THE REORGANIZATION, INCLUDING ANY REASSIGNMENT TO EXISTING STAFF OF DUTIES PREVIOUSLY ASSIGNED TO THE NON-RENEWED EMPLOYEE.

C. TERMINATION

TERMINATION OF CONTRACT

Termination of the appointment and contract before the end of any contractual term of service shall be referred to as "Termination for Cause" or "Release." AN ADMINISTRATIVE STAFF MEMBER MAY BE TERMINATED FOR CAUSE DURING THE CONTRACT YEAR FOR THE FOLLOWING REASONS:

1. convolution of a felony;

2. if credentials are proved to be fraudulent; PROOF OF FRAUDULENT CREDENTIALS

3. DOCUMENTED SIGNIFICANT failure to perform duties and services (as identified in the appointed position or title and/or as may be assigned or changed) to the satisfaction of the staff member's immediate supervisor.

4. DOCUMENTED FAILURE TO ACCEPT REASONABLE CHANGES IN THE JOB DESCRIPTION AS REQUIRED BY EVOLVING TECHNOLOGY OR BY CHANGES IN UNIVERSITY ORGANIZATION, PRIORITIES, OR RESOURCES.

5. DOCUMENTED GROSS FAILURE TO COMPLY WITH THE CODE OF STANDARDS AND RESPONSIBILITIES FOR ADMINISTRATORS (SEE PAGE 1).

RECOMMENDATIONS FOR TERMINATION SHALL ORIGINATE WITH THE IMMEDIATE SUPERVISOR AND SHALL BE SENT TO THE CONTRACTING OFFICER VIA APPROPRIATE AREA OR DEPARTMENT HEADS. IF THE IMMEDIATE SUPERVISOR IS A CONTRACTING OFFICER, THE RECOMMENDATION IS SENT TO THE AREA VICE PRESIDENT OR TO THE PRESIDENT, WHICHERSOEVER IS APPROPRIATE. THE FINAL DECISION TO TERMINATE AN ADMINISTRATIVE STAFF MEMBER IMMEDIATELY IS MADE BY THE CONTRACTING OFFICER (OR BY THE VICE PRESIDENT OR PRESIDENT IF THE CONTRACTING OFFICER IS THE IMMEDIATE SUPERVISOR). THE OFFICE OF ADMINISTRATIVE STAFF PERSONNEL SERVICES SHALL BE ADVISED OF RECOMMENDATIONS AND DECISIONS CONCERNING TERMINATION. IN THE EVENT OF TERMINATION, THE STAFF MEMBER SHALL RECEIVE 10 WORKING DAYS PAY UPON DISMISSAL.

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D. SUSPENSION

THERE ARE TWO TYPES OF SUSPENSION. THE FIRST TYPE OF SUSPENSION IS AN INTERIM STEP TOWARD TERMINATION. THE SECOND TYPE OF SUSPENSION IS DISCIPLINARY SUSPENSION. UPON THE RECOMMENDATION OF THE SUPERVISOR, THE CONTRACTING OFFICER MAY SUSPEND EXCEPT WHERE THE SUPERVISOR IS THE CONTRACTING OFFICER IN WHICH CASE THE DECISION SHALL BE MADE BY THE AREA VICE PRESIDENT OR THE PRESIDENT WHICHEVER IS APPROPRIATE.

1. SUSPENSION AS INTERIM STEP TO TERMINATION
   SUSPENSION CAN BE INVOKED DURING THE PERIOD IN WHICH AN EMPLOYEE IS BEING CONSIDERED FOR TERMINATION. SUSPENSION AS AN INTERIM STEP TOWARD TERMINATION WILL INCLUDE
   - 10 WORKING DAYS PAY AND PAY FOR UNUSED VACATION;
   - AN OPPORTUNITY FOR THE SUSPENDED EMPLOYEE TO CONTINUE UNIVERSITY HEALTH CARE INSURANCE, AT THE EMPLOYEE'S EXPENSE FROM THE FIRST DAY OF THE MONTH FOLLOWING THE DATE OF THE SUSPENSION THROUGH THE RESOLUTION OF THE SUSPENSION.

   ALL PAY AND BENEFITS WILL BE ACCRUED AND HELD IN ESCROW BY THE UNIVERSITY UNTIL THE TERMINATION ISSUE IS RESOLVED. IN THE EVENT THE SUSPENSION IS RESOLVED TO THE STAFF MEMBER'S FAVOR, THE STAFF MEMBER SHALL BE ENTITLED TO FULL BACK PAY AND BENEFITS, INCLUDING RESTORATION OF VACATION DAYS, AND RECORDS OF THE SUSPENSION SHALL BE REMOVED FROM THE EMPLOYEE'S FILES.

2. DISCIPLINARY SUSPENSION

   SUSPENSION UP TO 30 CALENDAR DAYS MAY BE USED AS A DISCIPLINARY PROCEDURE EITHER IN LIEU OF TERMINATION OR AS A MEANS OF DEALING WITH LESS SERIOUS OR TEMPORARY PROBLEMS. SUCH SUSPENSION SHALL BE WITHOUT PAY. VACATION CANNOT BE USED NOR EARNED. ALL OTHER BENEFITS WILL CONTINUE AS USUAL.

   2: ---Dismissal--or--Suspension---

   Recommendations---for---termination--for---cause--noted---above---shall---be---sent---to---the---President---or---appropriate---Vice---President---with---appropriate---documentation.---After---a---decision---for---dismissal---or---suspension---is---made,---written---notice---shall---be---given---to---the---staff---member---involved---stating---all---provisions--relating---to---that---notice.---The---President---or---appropriate---Vice---President---may---discuss---or---suspend---the---staff---member---immediately.---In---the---event---of---a---dismissal---or---suspension,---the---staff---member---shall---be---continued---on---the---payroll---for---fourteen---(14)---calendar---days---following---the---date---of---dismissal---or---suspension.---The---President---or---appropriate---Vice---President---may---continue---the---staff---member---on---suspended---status---with---pay---through---temporary---assignment---to---other---duties---responsibilities---until---the---suspension---is---resolved.---In---the---event---the---dismissal---or---suspension---is---resolved---in---the---staff---member's--favor,---the---staff---member---shall---be---entitled---to---full---back---pay---and---benefits---if---the---staff---member---had---been---dismissed---or---suspended---without---pay.

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E. Release

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

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

- In the case of release because of financial exigency, the staff member concerned will be given a minimum of three months notice.

- In the case of release because of bona fide discontinuance of a program or departmental/divisional area, the staff member in the first three years of employment will be given a minimum of four months notice; the staff member with more than three years of employment will be given a minimum of six months notice.

- The release of persons funded by external grants shall be contingent upon the availability of said grant funds.

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who might be helpful in establishing the facts of the case. In all instances, the administrative staff member or anyone providing information on behalf of that person will be assured that no reprisal will occur at any stage as a result of the complaint.

If the complainant is not satisfied with the results of the investigation by the Office of Affirmative Action, a request for a grievance hearing may be made. In the event that the complainant is not satisfied with the results of the hearing, an appeal may be made to the President of the University. The decision of the President is final.

For specific information regarding the University's affirmative action grievance procedures, you may contact the Office of Affirmative Action or refer to Bowling Green State University's Affirmative Action Plan.

**GRIEVANCE AND HEARING PROCEDURES**

I. Grievance Procedure

A. Purpose

The purpose of the grievance procedure is to ensure the prompt resolution of complaints by administrative staff members regarding the terms and conditions of employment, salary, benefits, or other job-related concerns. The decision is not to continue the contract of an administrative staff member is not grievable, and, therefore, not subject to this procedure.

Complaints dealing with alleged discrimination will be processed according to the provisions of the University's affirmative action plan.

B. Area review committee

The President (or designee) and each vice president will establish a three-member committee to assist in resolving grievances within the vice-presidential area. Committee members will serve for three years except initial appointments which will be staggered one, two, and three years.

The President (or designee) and each vice president will be responsible for establishing procedures for appointing a chair and for designating the time period for serving in this capacity.

C. Initial review and transmittal of grievance

When a complaint arises, the administrative staff member should first attempt to resolve the issue with the immediate supervisor. Efforts in this direction should be documented. If the grievance is not resolved to the staff member's satisfaction, that person may present the
**B. NON-RENEWAL OF CONTRACT**

RECOMMENDATION FOR NON-RENEWAL SHALL BE MADE IN WRITING TO THE CONTRACTING OFFICER AND SHALL INCLUDE APPROPRIATE SUPPORTING WRITTEN DOCUMENTATION. FOR EXAMPLE, IN THE CASE OF NON-RENEWAL BECAUSE OF PERFORMANCE, APPROPRIATE WRITTEN DOCUMENTATION SHOULD INCLUDE COPIES OF PAST PERFORMANCE EVALUATIONS, WHERE AVAILABLE.

**C. TERMINATION**

Termination of the appointment and contract before the end of any contracted term of service shall be referred to as "Termination for Cause" or "Release." AN ADMINISTRATIVE STAFF MEMBER MAY BE TERMINATED FOR CAUSE DURING THE CONTRACT YEAR FOR THE FOLLOWING REASONS:

1. **Termination for Cause**
   - An administrative staff member may be terminated for cause during the contract year for the following reasons:
   - i) conviction of a felony;
   - ii) if it is proved to be fraudulent;
   - iii) documented significant failure to perform duties and services (as identified in the appointed position or title and/or as may be assigned or changed) to the satisfaction of the staff member's immediate supervisor.

2. DOCUMENTED failure to accept reasonable changes in the job description as required by evolving technology or by changes in university organization, priorities, or resources.

3. DOCUMENTED failure to comply with the code of standards and responsibilities for administrators (see page 1).

RECOMMENDATIONS FOR TERMINATION SHALL ORIGINATE WITH THE IMMEDIATE SUPERVISOR AND SHALL BE SENT TO THE CONTRACTING OFFICER VIA APPROPRIATE AREA OR DEPARTMENT HEADS. IF THE IMMEDIATE SUPERVISOR IS A CONTRACTING OFFICER, THE RECOMMENDATION IS SENT TO THE AREA VICE PRESIDENT OR TO THE PRESIDENT, WHICHERVER IS APPROPRIATE. THE FINAL DECISION TO TERMINATE AN ADMINISTRATIVE STAFF MEMBER IMMEDIATELY IS MADE BY THE CONTRACTING OFFICER (OR BY THE VICE PRESIDENT OR PRESIDENT IF THE CONTRACTING OFFICER IS THE IMMEDIATE SUPERVISOR). THE OFFICE OF ADMINISTRATIVE STAFF PERSONNEL SERVICES SHALL BE ADVISED OF RECOMMENDATIONS AND DECISIONS CONCERNING TERMINATION. IN THE EVENT OF TERMINATION, THE STAFF MEMBER SHALL RECEIVE 10 WORKING DAYS PAY UPON DISMISSAL.

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D. SUSPENSION

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1. SUSPENSION AS INTERIM STEP TO TERMINATION

SUSPENSION CAN BE INVOKED DURING THE PERIOD IN WHICH AN EMPLOYEE IS BEING CONSIDERED FOR TERMINATION. SUSPENSION AS AN INTERIM STEP TOWARD TERMINATION WILL INCLUDE

- 10 WORKING DAYS PAY AND PAY FOR UNUSED VACATION;

- AN OPPORTUNITY FOR THE SUSPENDED EMPLOYEE TO CONTINUE UNIVERSITY HEALTH CARE INSURANCE, AT THE EMPLOYEE'S EXPENSE FROM THE FIRST DAY OF THE MONTH FOLLOWING THE DATE OF THE SUSPENSION THROUGH THE RESOLUTION OF THE SUSPENSION.

ALL PAY AND BENEFITS WILL BE ACCRUED AND HELD IN ESCROW BY THE UNIVERSITY UNTIL THE TERMINATION ISSUE IS RESOLVED. IN THE EVENT THE SUSPENSION IS RESOLVED TO THE STAFF MEMBER'S FAVOR, THE STAFF MEMBER SHALL BE ENTITLED TO FULL BACK PAY AND BENEFITS, INCLUDING RESTORATION OF VACATION DAYS, AND RECORDS OF THE SUSPENSION SHALL BE REMOVED FROM THE EMPLOYEE'S FILES.

2. DISCIPLINARY SUSPENSION

SUSPENSION UP TO 30 CALENDAR DAYS MAY BE USED AS A DISCIPLINARY PROCEDURE EITHER IN LIEU OF TERMINATION OR AS A MEANS OF DEALING WITH LESS SERIOUS OR TEMPORARY PROBLEMS. SUCH SUSPENSION SHALL BE WITHOUT PAY. VACATION CANNOT BE USED NOR EARNED. ALL OTHER BENEFITS WILL CONTINUE AS USUAL.

2. --Dismissal-or-Suspension

Recommendations--for--termination--for--cause-noted-above--shall--be--sent--to--the--President--or--appropriate--Vice-President--with appropriate--documentation;--After--a--decision--for-dismissal-or suspension--is--made.--written--notice--shall--be--given--to--the--staff member--involved--stating--all--provisions--relating--to--that--notice;--The-President--or--appropriate--Vice-President--may--dismiss--or suspend--the--staff--member--immediately;--in--the--event--of--a dismissal--or--suspension;--the--staff--member--shall--be--continued--on the--payroll--for--fourteen--(14)--calendar--days--following--the--date--of dismissal--or--suspension;--The-President--or--appropriate--Vice President--may--continue--the--staff--member--on--suspended--status--with pay--through--temporary--assignment--to--other--job--responsibilities until--the--suspension--is--resolved;--in--the--event--the--dismissal--or suspension--is--resolved--in--the--staff--member's--favor;--the--staff member--shall--be--entitled--to--full--back--pay--and--benefits--if--the staff--member--had--been--dismissed--or--suspended--without--pay.

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E. Release

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

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

- In the case of release because of financial exigency, the staff member concerned will be given a minimum of three months notice.

- In the case of release because of bona fide discontinuance of a program or departmental/divisional area, the staff member in the first three years of employment will be given a minimum of four months notice; the staff member with more than three years of employment will be given a minimum of six months notice.

- The release of persons funded by external grants shall be contingent upon the availability of said grant funds.
EVALUATION PROCEDURE

1. ALL ADMINISTRATIVE CONTRACT STAFF SHOULD BE EVALUATED EACH YEAR PRIMARILY ON THE BASIS OF:
   - PERFORMANCE OF PRIMARY DUTIES
   - PERFORMANCE OF OCCASIONAL DUTIES
   - ATTAINMENT OF AGREED UPON GOALS

2. EACH VICE PRESIDENT SHOULD ESTABLISH A COMMITTEE COMPOSED OF ALL THE ADMINISTRATIVE STAFF COUNCIL REPRESENTATIVES OF THAT AREA TO DEVELOP A FORMAT FOR WRITTEN EVALUATIONS FOR THE AREA. EACH VICE PRESIDENT AND ADMINISTRATIVE STAFF COUNCIL REPRESENTATIVES SHOULD AGREE TO THE FORMAT. ALL FORMATS FOR WRITTEN EVALUATION WILL INCLUDE THE CRITERIA LISTED IN ITEM (1) ABOVE.

3. WITHIN EACH DEPARTMENT OR AREA, A STAFF MEMBER MAY BE EVALUATED ON ADDITIONAL CRITERIA APPROPRIATE TO THE POSITION AND AGREED TO IN ADVANCE BY THE STAFF MEMBER AND THE SUPERVISOR. THESE CRITERIA MAY INCLUDE, BUT ARE NOT LIMITED TO:

   - SUPERVISING SKILLS
   - INNOVATIONS
   - PROFESSIONAL DEVELOPMENT
   - INCLUSION OF SUPPORT
   - HUMAN RIGHTS
   - COUNSELING
   - AWARDS/HONORS
   - TEACHING
   - SERVICE ON GOVERNANCE BODIES
   - FACILITY MANAGEMENT
   - LEARNING NEW SKILLS
   - UNIVERSITY AND PROFESSIONAL SERVICE
   - PEER RELATIONSHIPS
   - RESEARCH/PUBLICATIONS/PRESENTATIONS
   - COMMUNICATION SKILLS
   - STUDENT EVALUATIONS

4. THE EVALUATION PROCESS SHOULD OCCUR IN TWO STEPS.

   A. THE STAFF MEMBER AND SUPERVISOR SHOULD MEET AND ACCOMPLISH THE FOLLOWING:

      REVIEW AND DETERMINE STAFF MEMBER'S JOB DESCRIPTION AND GOALS FOR THE NEXT CONTRACT PERIOD AND MAKE ANY NECESSARY CHANGES TO THE BASIC JOB DESCRIPTION.

      BASED ON THE ABOVE AGREEMENTS, DETERMINE EVALUATION CRITERIA THAT WILL BE USED TO ASSESS THE STAFF MEMBER'S PERFORMANCE.

      THE STAFF MEMBER AND SUPERVISOR WILL CONFIRM THE JOB DESCRIPTION, GOALS AND EVALUATION CRITERIA IN WRITING.
POLICY FOR ADMINISTRATIVE STAFF IN GRANT OR EXTERNALLY FUNDED POSITIONS

Administrative staff members in positions funded wholly or in part by grant or other external funds are covered by the policies, procedures, and benefits noted in the Administrative Staff Handbook except that such coverage is contingent upon the availability of said grant/external funds. In particular, continuation of employment is not guaranteed beyond the termination of grant/external funds. Other policies, procedures, and benefits which are provided contingent upon the availability of grant/external funds include, but are not limited to the following:

1. Vacation benefits (including payment of unused balance of no more than 40 days upon termination).
2. Sick leave benefits (including payment for a maximum number of days prescribed by policy upon retirement after 10 years of BGSu service).
3. Consulting release time.
4. PERS - University contribution.
5. Employee and dependent fee waiver.
6. Insurance benefits.
7. Supplemental Retirement Program.
8. Holidays.

Grant/external funds must be set aside each year to cover salary and all benefits that have a direct financial impact on the University. Failure of the grant or external source to provide said funds could result in the termination of employment and/or the curtailment or elimination of certain benefits.

DISCRIMINATION COMPLAINT PROCEDURE

Bowling Green State University is committed to providing equal opportunity to all persons without regard to race, religion, color, national origin, sex, marital status, age, handicap, or veteran status. Regardless of University policy or action, however, an administrative staff member may feel discriminated against. In such situations, the University's desire is to have the alleged discrimination complaint resolved as fairly and expeditiously as possible.

An administrative staff member who has a discrimination complaint, and who has unsuccessfully attempted to resolve it at other levels, may contact the Office of Affirmative Action. Administrative staff in the office will attempt to resolve the complaint by discussing it with the complainant, the respondent, and other appropriate persons.
who might be helpful in establishing the facts of the case. In all instances, the administrative staff member or anyone providing information on behalf of that person will be assured that no reprisal will occur at any stage as a result of the complaint.

If the complainant is not satisfied with the results of the investigation by the Office of Affirmative Action, a request for a grievance hearing may be made. In the event that the complainant is not satisfied with the results of the hearing, an appeal may be made to the President of the University. The decision of the President is final.

For specific information regarding the University's affirmative action grievance procedures, you may contact the Office of Affirmative Action or refer to Bowling Green State University's Affirmative Action Plan.

GRIEVANCE AND HEARING PROCEDURES

I. Grievance Procedure

A. Purpose

The purpose of the grievance procedure is to ensure the prompt resolution of complaints by administrative staff members regarding the terms and conditions of employment, salary, benefits, or other job-related concerns. The decision not to continue the contract of an administrative staff member is not grievable, and, therefore, not subject to this procedure.

Complaints dealing with alleged discrimination will be processed according to the provisions of the University's affirmative action plan.

B. Area review committee

The President (or designee) and each vice president will establish a three-member committee to assist in resolving grievances within the vice-presidential area. Committee members will serve for three years except initial appointments which will be staggered one, two, and three years.

The President (or designee) and each vice president will be responsible for establishing procedures for appointing a chair and for designating the time period for serving in this capacity.

C. Initial review and transmittal of grievance

When a complaint arises, the administrative staff member should first attempt to resolve the issue with the immediate supervisor. Efforts in this direction should be documented. If the grievance is not resolved to the staff member's satisfaction, that person may present the
grievance, in writing, to the chair of the area review committee. This must occur within seven calendar days after the immediate supervisor has rendered a decision as to the resolution of the complaint.

Should the complainant be a member of the hearing panel or should a particular case indicate the potential for a conflict of interest, the appropriate vice president will select a new person to hear the case in question.

The Area Review committee will investigate the grievance, and within fourteen calendar days after its receipt, submit a written recommendation for resolution to the President (or designee) or appropriate vice president. The President (or designee) or Vice President will present a written decision to the staff member within seven calendar days after receipt of the Area Review Committee's report. A copy of the Review Committee's report will also be forwarded to the staff member.

If the complainant identified the potential for a conflict of interest with the vice president, the duties herein delegated to that position will be reassigned as directed by the President.

II. Hearing Procedure

A. Purpose

The purpose of the hearing procedure is to provide for the further review of complaints by administrative staff members regarding the terms and conditions of employment, salary, benefits, or other job-related concerns. This procedure will be used if resolution of the problem has been unsuccessful at prior levels.

B. Request for hearing

1. If the administrative staff member is not satisfied with the decision rendered at the area review committee level, that person may request that a hearing panel be convened. This request must be made within seven calendar days after receipt of the written decision of the President (or designee) or vice president. The request must be submitted in writing to the President (or designee) or vice president and include the name of one BGSU employee selected by the complainant, who is willing and available to serve as a member of the hearing panel.

2. Within three calendar days after receipt of a request for a hearing, the President (or designee) or vice president will notify the Director of Affirmative Action. Within fourteen calendar days after notification, the Director of Affirmative
Action will coordinate all aspects of the hearing process. This will include contacting the complainant and the respondent to review the hearing procedures and will also include facilitating the establishment of the hearing panel.

3. The hearing must take place within fourteen calendar days after the establishment of the hearing panel. (The Director of Affirmative Action will be responsible for scheduling the hearing.)

C. The Hearing Panel

The Hearing Panel will consist of three voting members.

1. Selection of members

The complainant's nomination of a member will be as noted in the "Request for a Hearing." The respondent will nominate one University employee who is willing and available to serve as the second member of the hearing panel.

A third panel person, who will also serve as chair of the hearing panel, will be selected by mutual agreement of the two chosen members. This person must be an employee of the University. If the two members of the hearing panel cannot reach agreement in this matter, the chair will be appointed by the Director of Affirmative Action.

2. Obligations and powers of the hearing panel

It is the duty of the hearing panel to conduct a fair and impartial hearing.

The hearing panel will have access to all available witnesses and records concerning the matter before it. The hearing panel will conduct its proceedings as expeditiously as possible.

D. Hearing guidelines

Hearings will be informal. Legal rules of conduct will not govern the proceedings.

The burden of proof for any grievance rests with the complainant.

The complainant and the respondent may be represented by an advisor of their choice who may participate fully in the hearing.
The hearing will be closed unless all parties agree that it be open. If it is open, each party may invite two observers from the University work force in addition to the advisor.

A tape recording will be made of each hearing and shall become part of the record of the hearing. This will be used 1) to assist the panel in its deliberations and 2) for appeals. It will be available to the complainant or the respondent on request to the Director of Affirmative Action and it will be kept only until the University appeal procedure has been exhausted. Any cost of making a written transcript will be borne by the person making the request.

By mutual agreement, a maximum of seven calendar days extension of the time period in the hearing procedure will be allowed at any phase of the proceedings. (The Director of Affirmative Action will be responsible for adherence to the timetable.)

Expenses incurred during the hearing will be borne by the University, excepting those expenses incurred through the use of individuals external to the University which shall be borne by the party utilizing such individuals. The University will not pay expenses incurred by the complainant during preparation for the hearing. Staff members will not be given time off with pay to prepare for the hearing nor receive extra compensation for the time spent beyond the normal working hours.

The hearing will be conducted in the following manner:

The name of the case and persons present at the hearing will be given.

The powers, duties, and functions of the panel will be read by the chair.

Complainant (or advisor)* will make an opening statement, explaining the grounds for the complaint, what the complainant intends to prove, and outlining the evidence supporting it.

*It is hereinafter understood that the term respondent or complainant also includes that person's advisor.
The hearing panel will allow for the presentation of evidence limited only by the requirement that, in the panel's judgment, it must be relevant to the case at hand.

Complainant may call witnesses and/or present any documentary evidence.

Prior to testimony of a witness, the chair will administer an oath which will affirm the veracity of the statements. Witnesses may testify either in narrative form or in response to specific questions.

At the conclusion of each witness' testimony offered by the complainant, the respondent will have an opportunity to ask questions. The panel will then be allowed to ask any questions it may have.

Respondent will make an opening statement which will consist of what the respondent will attempt to prove. Respondent may call witnesses and/or present any documentary evidence.

At the conclusion of each witness' testimony offered for the respondent, the complainant will have an opportunity to ask questions. The panel will then be allowed to ask any questions it may have.

Complainant will be allowed to introduce additional evidence or testimony in rebuttal of any newly introduced testimony or evidence brought forward in the respondent's case.

Respondent will be allowed to introduce additional evidence or testimony in rebuttal of any newly introduced testimony or evidence brought forward in the complainant's rebuttal.

Complainant will make closing arguments summarizing the case.

Respondent will make closing arguments summarizing the case.

E. Resolution

The hearing panel will give written notice of its recommended disposition of the complaint, including rationale for the recommendation, to the Director of Affirmative Action. This must occur within seven calendar days after the conclusion of the hearing. (The panel's recommendation will be made by majority vote.)

Copies of the panel's recommendations will be forwarded to the complainant, the respondent, and the President (or designee) or appropriate vice president.
The Director of Affirmative Action will facilitate the process for resolution of the complaint and will insure that THE appropriate administrator is taken. ADMINISTRATOR MAKES A DECISION in a timely manner.

F. Appeal

The decision RECOMMENDATION of the hearing panel AND THE DECISION OF THE APPROPRIATE ADMINISTRATOR may be appealed in writing within seven calendar days of the decision, to the President of the University. The President (or designee) will respond in writing to all parties--complainant, respondent, chair of the hearing panel, Director of Affirmative Action, and the appropriate vice president--concerning final disposition of the appeal within fourteen calendar days after receiving the appeal. The President's (or designee's) decision is final.

NEPOTISM

In keeping with good personnel management procedures and to guarantee equal employment opportunities to all, applicants may not be hired for or promoted into positions in which they would supervise or be subject to the immediate supervision of a member of their immediate family. This policy will be upheld regardless of the sex of the relatives involved and will be equally applied to both males and females.

For more specific information relative to nepotism, you may contact the Office of Affirmative Action.

THE OHIO ETHICS LAW (General Assembly of Ohio, 1973)

The Ohio Ethics Law was enacted in 1973 by the General Assembly to insure the integrity of government and to improve public confidence in government officials and employees. The following 11 points describe the major provisions of the law:

1. CONFLICT OF INTEREST. The Ethics Law guards against public officials and employees who would misuse their positions for personal gain or benefit.

Section 102.03 of the Revised Code prohibits persons appointed to or employed by a public agency now or within the past year from appearing before that agency in a representative capacity, the so-called "revolving door." The section also prohibits the disclosure or use for profit of confidential information acquired during public service, and restricts participation in license or rate-making proceedings where personal benefits might be derived. In addition, the section prohibits public servants from using their positions to secure anything of value for themselves.
When a leave of absence without pay is approved, the supervisor should inform the President, or Vice President, OR DEAN of the area to initiate removal of the staff member from the payroll for the designated period of time. This notification should be in writing with a copy to the Office of Administrative Staff Personnel Services. No less than 10 days prior to the start of the leave of absence, the supervisor should notify the staff member in writing that the leave has been approved.

During a leave of absence, a full-time employee may maintain insurance coverage by personally assuming the financial obligation for a maximum period of one or two years (depending upon the type of insurance desired) with possible further extension if approved. Insurance coverage is provided by the University (ACCORDING TO THE PAYMENT RESPONSIBILITIES DETAILED ON PAGE 26) to the end of the month in which the leave begins and is provided at the beginning of the month in which the staff member returns. THE EMPLOYEE MUST ASSUME THE TOTAL PREMIUM COST FOR INSURANCES FOR THE INTERVENING MONTHS OF THE LEAVE. Additional insurance benefits may be available for a disability leave of absence. If a staff member decides not to return from a leave of absence, he/she should notify the supervisor not less than one month prior to the date of termination.

Questions about the policy should be addressed to Administrative Staff Personnel Services.

MATERNITY/PATERNITY/ADOPTION LEAVE

Pregnancy, childbirth or adoption may require a temporary interruption in the way in which an administrative staff member meets customary contractual obligations. It is the responsibility of the staff member to notify the immediate supervisor of an anticipated birth or adoption which the administrative staff member expects will result in such an interruption. Moreover, it is the right of an administrative staff member to secure time to attend to pregnancy, childbirth, or adoption without affecting the terms or conditions of the staff member's employment.

Time needed to attend to pregnancy, childbirth or adoption is to be arranged on mutually acceptable written terms with the immediate supervisor. Specific details relative to the use of sick leave, leave without pay, vacation time, or arrangements for modified work schedules must also be mutually agreeable to the administrative staff member and the immediate supervisor. Consideration should be given to the needs of the individual employee and to the concerns and interests of the affected unit and its employees. Administrative staff members should contact the Office of Administrative Staff Personnel Services as early as possible prior to a leave to review benefits.
.01 ADMINISTRATIVE ASSISTANT

Responsible for the administrative organization, coordination and operation of a section/department/college.

Your position title: __________________________

1987-88 salary __________ 1988-89 salary __________

Number of years incumbent is in position ________________

.02 ART DIRECTOR/SET DESIGNER

(Television Station)

Produces printed materials, photography; creates illustrations for on-air productions; may supervise 3-5 assistants.

Your position title: __________________________

1987-88 salary __________ 1988-89 salary __________

Number of years incumbent is in position ________________

.03 ASST. DIRECTOR, STUDENT RECREATION CENTER

Coordinates/oversees programs, facilities, equipment and personnel in the student recreation center.

Your position title: __________________________

1987-88 salary __________ 1988-89 salary __________

Number of years incumbent is in position ________________

.04 ASST. DIRECTOR, FIELD EXPERIENCES

(College of Education)

Coordinates field experiences/internships in college of education; provides liaison necessary to assure availability of field sites; monitors data collection systems.

Your position title: __________________________

1987-88 salary __________ 1988-89 salary __________

Number of years incumbent is in position ________________
.05 ASST. DIRECTOR, PROGRAM ADVISEMENT

Advises undecided students in determining course of study; evaluates student recruitment and retention programs.

Your position title: ____________________________

1987-88 salary _________ 1988-89 salary _________

Number of years incumbent is in position ____________

.06 ASST. DIR. FINANCIAL AID

Advises and counsels students and parents regarding student financial aid matters.

Your position title: ____________________________

1987-88 salary _________ 1988-89 salary _________

Number of years incumbent is in position ____________

.07 ASST. DIR. PUBLIC RELATIONS

Responsible for generating/editing publications of the University and assists in determining those publication needs; provides liaison with Public Relations office and Office of Alumni & Development.

Your position title: ____________________________

1987-88 salary _________ 1988-89 salary _________

Number of years incumbent is in position ____________

.08 ASST. DIR. GREEK LIFE

Assists director in responsibilities to coordinate small group housing and Greek Life.

Your position title: ____________________________

1987-88 salary _________ 1988-89 salary _________

Number of years incumbent is in position ____________
09 ASST. DIR. ON-CAMPUS HOUSING
Assists director and manages computer functions of the department; counsels/advises students on housing issues; maintains housing records/contracts.

Your position title: _______________________________________

1987-88 salary __________ 1988-89 salary __________

Number of years incumbent is in position _________________

10 ASST. DIR. COOPERATIVE EDUCATION
Assists director in placing student in academically relevant, supervised paid work assignments; requires employer and student recruitment, faculty interaction, student counseling and site supervision.

Your position title: _______________________________________

1987-88 salary __________ 1988-89 salary __________

Number of years incumbent is in position _________________

11. ASST. DIR. CTR. FOR INTERNATIONAL PROGRAMS
Responsible for processing of foreign credentials verification/evaluations, admissions recommendations, liaison with advisors, non-academic counseling, loans, medical insurance.

Your position title: _______________________________________

1987-88 salary __________ 1988-89 salary __________

Number of years incumbent is in position _________________
.12. **ASST. DIR. MINORITY AFFAIRS**
Assists director in providing advising/counseling to program participants; designs, implements follow-up studies of participants.

Your position title: ____________________________

1987-88 salary __________ 1988-89 salary __________
Number of years incumbent is in position __________

.13 **ASST. TO DEAN**
Develops/maintains information systems; develops, compiles statistical reports, evaluates, interprets, analyzes data.

Your position title: ____________________________

1987-88 salary __________ 1988-89 salary __________
Number of years incumbent is in position __________

.14 **COORDINATOR, BUDGETS**
Responsible for contract preparation, submits payroll authorizations, processes/monitors all charges against budgets administered by office staff; prepares/maintains a wide range of fiscal reports.

Your position title: ____________________________

1987-88 salary __________ 1988-89 salary __________
Number of years incumbent is in position __________

.15 **COORDINATOR, SPECIAL EVENTS**
Coordinates all special events pertaining to the President's office, Board of Trustees and Vice Presidents.

Your position title: ____________________________

1987-88 salary __________ 1988-89 salary __________
Number of years incumbent is in position __________
COORDINATOR AUDIO-VISUAL DISTRIBUTION SERVICES

Your position title: ____________________________________________
1987-88 salary _________ 1988-89 salary _________
Number of years incumbent is in position ________________

COORDINATOR COMPLEX

Your position title: ____________________________________________
1987-88 salary _________ 1988-89 salary _________
Number of years incumbent is in position ________________

COORDINATOR SYSTEMS - LIBRARY

Your position title: ____________________________________________
1987-88 salary _________ 1988-89 salary _________
Number of years incumbent is in position ________________

DIR. PROGRAM ADVISEMENT

Your position title: ____________________________________________
1987-88 salary _________ 1988-89 salary _________
Number of years incumbent is in position ________________
.20 **EDP AUDITOR**

Plans/develops electronic data processing audit function for university, trains staff in computerized areas.

Your position title: ________________________________

1987-88 salary ________ 1988-89 salary ________

Number of years incumbent is in position ________________

.21 **HALL DIRECTOR**

Organizes and directs staff for a living unit housing 350 students; serves as academic advisor in unit.

Your position title: ________________________________

1987-88 salary ________ 1988-89 salary ________

Number of years incumbent is in position ________________

.22 **INTERIOR DESIGNER COORDINATOR**

Provides full interior design for the university community; academic and administrative offices, residence halls, etc.

Your position title: ________________________________

1987-88 salary ________ 1988-89 salary ________

Number of years incumbent is in position ________________

.23 **INVESTMENT MANAGER**

Management of university investment portfolio; investment of funds in sound securities to produce maximum return.

Your position title: ________________________________

1987-88 salary ________ 1988-89 salary ________

Number of years incumbent is in position ________________
.24 OPERATIONS MANAGER
(TV)

Plans, implements, maintains systems to secure and allocate resources for programming depths; responsible for quality control of all broadcast operations.

Your position title: ____________________________

1987-88 salary ________ 1988-89 salary ________

Number of years incumbent is in position ________________

.25 PHOTOGRAPHER

Responsible for photographic needs of university publications; required to photograph sports, social, theatre events as well as technical research photographs.

Your position title: ____________________________

1987-88 salary ________ 1988-89 salary ________

Number of years incumbent is in position ________________

.26 PRODUCER/DIRECTOR TV

Researches, writes, produces, directs national, regional, local broadcast TV programs. Responsible for closed-circuit classroom instruction, fund-raising drives and related projects.

Your position title: ____________________________

1987-88 salary ________ 1988-89 salary ________

Number of years incumbent is in position ________________
.27  RADIOLOGY COORDINATOR
Responsible for administration, quality, safety, efficiency of Radiology Department in the Student Health Services.

Your position title: ________________________________

1987-88 salary _________  1988-89 salary _________

Number of years incumbent is in position ________________

---

.28  SERVICE MANAGER/FOOD SVC.
Supervises service functions; responsible for quality/presentation of food products.

Your position title: ________________________________

1987-88 salary _________  1988-89 salary _________

Number of years incumbent is in position ________________

---

.29  ASST. BASKETBALL COACH
Assists head coach to plan, develop, promote NCAA Div. I program; assists in organizing/ implementing training/practice; identify, select, recruit student athletes.

Your position title: ________________________________

1987-88 salary _________  1988-89 salary _________

Number of years incumbent is in position ________________

---

.30  ASST. SWIMMING COACH
Assists head coach to plan, develop, promote NCAA Div. I program; assists in organizing/ implementing training/practice; identify, select, recruit student athletes.

Your position title: ________________________________

1987-88 salary _________  1988-89 salary _________

Number of years incumbent is in position ________________
.31 ASST. FOOTBALL COACH

Assists head coach to plan, develop, promote NCAA Div. I program; assists in organizing/implementing training/practice; identify, select, recruit student athletes.

Your position title: ________________________________

1987-88 salary __________ 1988-89 salary __________

Number of years incumbent is in position ______________

.32 ASST. HOCKEY COACH

Assists head coach to plan, develop, promote NCAA Div. I program; assists in organizing/implementing training/practice; identify, select, recruit student athletes.

Your position title: ________________________________

1987-88 salary __________ 1988-89 salary __________

Number of years incumbent is in position ______________

.33 ASST. TRACK COACH

Assists head coach to plan, develop, promote NCAA Div. I program; assists in organizing/implementing training/practice; identify, select, recruit student athletes.

Your position title: ________________________________

1987-88 salary __________ 1988-89 salary __________

Number of years incumbent is in position ______________
.34 **ASST. WOMEN'S BASKETBALL COACH**
Assists head coach to plan, develop, promote NCAA Div. I program; assists in organizing/implementing training/practice; identify, select, recruit student athletes.

Your position title: ____________________________________________
1987-88 salary _________ 1988-89 salary _________
Number of years incumbent is in position ______________

.35 **ATHLETIC EQUIPMENT MGR.**
Maintains/controls complete inventory for intercollegiate sports program.

Your position title: ____________________________________________
1987-88 salary _________ 1988-89 salary _________
Number of years incumbent is in position ______________

.36 **ASST. MGR., ICE ARENA**
Coordinates/supervises student employment for ice arena; responsible for ice arena programs; supervises operations of skate shop (includes purchasing inventory).

Your position title: ____________________________________________
1987-88 salary _________ 1988-89 salary _________
Number of years incumbent is in position ______________
### 001.0 Administrative Assistant

<table>
<thead>
<tr>
<th>Institution</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bowling Green State University</td>
<td>24,689.00</td>
</tr>
<tr>
<td>The Ohio State University</td>
<td>26,601.00</td>
</tr>
<tr>
<td>Youngstown State University</td>
<td>29,494.00</td>
</tr>
</tbody>
</table>

Average Salary = 26,928.00  
BGSU Salary = 24,689.00  
Difference = -$2,239.00  
-8.31%

### 002.0 Art Director / Set Designer (Television Station)

<table>
<thead>
<tr>
<th>Institution</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bowling Green State University</td>
<td>24,870.00</td>
</tr>
<tr>
<td>The Ohio State University</td>
<td>27,360.00</td>
</tr>
</tbody>
</table>

Average Salary = 26,115.00  
BGSU Salary = 24,870.00  
Difference = -$1,245.00  
-4.77%

### 003.0 Assistant Director, Student Recreation Center

<table>
<thead>
<tr>
<th>Institution</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>The University of Akron</td>
<td>22,321.00</td>
</tr>
<tr>
<td>Bowling Green State University</td>
<td>23,357.00</td>
</tr>
<tr>
<td>Youngstown State University</td>
<td>23,415.00</td>
</tr>
<tr>
<td>The Ohio State University</td>
<td>36,400.00</td>
</tr>
</tbody>
</table>

Average Salary = 26,373.25  
BGSU Salary = 23,357.00  
Difference = -$3,016.25  
-11.44%

### 004.0 Assistant Director, Field Experiences (College of Education)

<table>
<thead>
<tr>
<th>Institution</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bowling Green State University</td>
<td>21,000.00</td>
</tr>
<tr>
<td>Youngstown State University</td>
<td>34,090.00</td>
</tr>
<tr>
<td>The Ohio State University</td>
<td>36,187.00</td>
</tr>
<tr>
<td>The University of Akron</td>
<td>52,000.00</td>
</tr>
</tbody>
</table>

Average Salary = 35,819.25  
BGSU Salary = 21,000.00  
Difference = -$14,819.25  
-41.37%
ADDITIONAL STAFF SALARY COMPARISONS  
1987-1988

Page: 2

005.0 Assistant Director, Program Advisement

1. The Ohio State University  19,694.00
2. Bowling Green State University  21,101.00

Average Salary = 20,397.50
BGSU Salary = 21,101.00

Difference = $703.50  3.45%

006.0 Assistant Director, Financial Aid

1. The Ohio State University  20,946.00
2. Kent State University  23,066.00
3. Bowling Green State University  23,149.00
4. Youngstown State University  24,634.00
5. University of Cincinnati  24,879.00

Average Salary = 23,334.80
BGSU Salary = 23,149.00

Difference = -$185.30  -0.80%

007.0 Assistant Director, Public Relations

1. Youngstown State University  23,000.00
2. The University of Akron  26,000.00
3. Bowling Green State University  27,210.00
4. The Ohio State University  35,400.00
5. University of Cincinnati  40,000.00

Average Salary = 30,322.00
BGSU Salary = 27,210.00

Difference = -$3,112.00  -10.26%

008.0 Assistant Director, Greek Life

1. Bowling Green State University  14,400.00
2. University of Cincinnati  20,926.00
3. The Ohio State University  22,792.00

Average Salary = 19,372.67
BGSU Salary = 14,400.00

Difference = -$4,972.67  -25.67%
009.0 Assistant Director, On-Campus Housing

1. Bowling Green State University 23,680.00
2. The Ohio State University 52,680.00

Average Salary = 38,180.00
BGSU Salary = 23,680.00

Difference = -14,500.00 -37.98%

010.0 Assistant Director, Cooperative Education

1. Bowling Green State University 21,504.00
2. The University of Akron 27,605.00

Average Salary = 24,554.50
BGSU Salary = 21,504.00

Difference = -3,050.50 -12.42%

011.0 Assistant Director, Center for International Programs

1. Bowling Green State University 18,000.00
2. The University of Akron 23,446.00
3. Youngstown State University 26,077.00
4. The Ohio State University 43,080.00

Average Salary = 27,650.75
BGSU Salary = 18,000.00

Difference = -9,650.75 -54.90%

012.0 Assistant Director, Minority Affairs

1. Youngstown State University 19,974.00
2. Bowling Green State University 23,210.00
3. The Ohio State University 24,960.00
4. University of Cincinnati 36,046.00

Average Salary = 24,547.50
BGSU Salary = 23,210.00

Difference = -1,337.50 -5.45%
 ADMINISTRATIVE STAFF SALARY COMPARISONS
1987-1988

013.0 Assistant to Dean

1. The Ohio State University 29,040.00
2. Bowling Green State University 30,975.00
3. The University of Akron 40,430.00
4. Youngstown State University 40,900.00

Average Salary = 35,336.25
BGSU Salary = 30,975.00

Difference = $4,361.25 -12.34%

014.0 Coordinator, Budgets

1. The Ohio State University 25,468.00
2. Bowling Green State University 28,470.00

Average Salary = 26,969.00
BGSU Salary = 28,470.00

Difference = $1,501.00 5.57%

015.0 Coordinator, Special Events

1. The Ohio State University 17,040.00
2. Bowling Green State University 22,879.00

Average Salary = 19,959.50
BGSU Salary = 22,879.00

Difference = $2,919.50 14.63%

016.0 Coordinator, Audio-Visual Distribution Services

1. Kent State University 25,066.00
2. Bowling Green State University 28,039.00
3. Youngstown State University 28,131.00
4. The Ohio State University 32,040.00

Average Salary = 28,469.00
BGSU Salary = 28,039.00

Difference = -$430.00 -1.51%
ADMINISTRATIVE STAFF SALARY COMPARISONS
1987-1988

017.0 Complex Coordinator

1. The Ohio State University 23,160.00
2. University of Cincinnati 25,488.00

Average Salary = 24,324.00
BGSU Salary = 16,567.00

Difference = -$7,757.00 -31.89%

018.0 Coordinator, Library Systems

1. University of Cincinnati 22,672.00
2. Bowling Green State University 31,831.00
3. Youngstown State University 34,000.00
4. The University of Akron 52,800.00

Average Salary = 35,325.75
BGSU Salary = 31,831.00

Difference = -$3,494.75 -9.89%

019.0 Director, Program Advisement

1. Bowling Green State University 28,913.00
2. The Ohio State University 30,001.00
3. Youngstown State University 39,300.00
4. The University of Akron 40,693.00

Average Salary = 34,876.75
BGSU Salary = 28,913.00

Difference = -$5,963.75 -17.10%

020.0 EDP Auditor

1. Bowling Green State University 24,948.00
2. The Ohio State University 30,810.00
3. University of Cincinnati 32,000.00

Average Salary = 29,252.67
BGSU Salary = 24,948.00

Difference = -$4,304.67 -14.72%
ADMINISTRATIVE STAFF SALARY COMPARISONS
1987-1988

021.0 Hall Director

1. Bowling Green State University 16,200.00
2. The Ohio State University 14,200.00

Average Salary = 16,200.00
BGSU Salary = 15,194.00

Difference = -$3,946.00 -17.74%

022.0 Interior Design Coordinator

1. University of Cincinnati 23,386.00
2. Bowling Green State University 24,000.00
3. The Ohio State University 27,040.00
4. Youngstown State University 32,181.00

Average Salary = 25,851.75
BGSU Salary = 24,000.00

Difference = -$1,851.75 -10.62%

023.0 Investment Manager

1. Bowling Green State University 37,000.00
2. The Ohio State University 42,000.00
3. Kent State University 42,800.00
4. Youngstown State University 45,400.00
5. University of Cincinnati 44,000.00

Average Salary = 41,840.00
BGSU Salary = 37,000.00

Difference = -$4,840.00 -11.57%

024.0 Operations Manager (Television Station)

1. Bowling Green State University 31,271.00

Average Salary = 31,271.00
BGSU Salary = 31,271.00

Difference = $0.00 0.00%
025.0 Photographer

1. The Ohio State University 18,408.00
2. Kent State University 18,500.00
3. Bowling Green State University 20,937.00
4. University of Cincinnati 23,920.00

Average Salary = 20,441.25
BGSU Salary = 20,937.00

Difference = $495.75 2.43%

026.0 Producer / Director (Television Station)

1. The Ohio State University 22,720.00
2. Bowling Green State University 23,732.00
3. The University of Akron 43,781.00

Average Salary = 30,077.67
BGSU Salary = 23,732.00

Difference = -$6,345.67 -21.10%

027.0 Radiology Coordinator

1. The Ohio State University 22,023.00
2. Bowling Green State University 26,040.00

Average Salary = 24,031.50
BGSU Salary = 26,040.00

Difference = $2,008.50 8.36%

028.0 Service Manager / Food Services

1. The Ohio State University 20,437.00
2. Bowling Green State University 21,407.00

Average Salary = 20,922.00
BGSU Salary = 21,407.00

Difference = $485.00 2.32%
029.0 Assistant Basketball Coach

1. Bowling Green State University 23,405.00
2. Youngstown State University 27,000.00
3. The Ohio State University 35,040.00
4. The University of Akron 36,025.00

Average Salary = 30,367.50
BGSU Salary = 23,405.00

Difference = $6,962.50 -22.93%

030.0 Assistant Swimming Coach

1. Bowling Green State University 10,000.00

Average Salary = 10,000.00
BGSU Salary = 10,000.00

Difference = $0.00 0.00%

031.0 Assistant Football Coach

1. Bowling Green State University 23,527.00
2. Youngstown State University 31,757.00
3. The University of Akron 34,722.00
4. The Ohio State University 46,240.00

Average Salary = 34,061.50
BGSU Salary = 23,527.00

Difference = $10,534.50 -30.93%

032.0 Assistant Hockey Coach

1. The Ohio State University 20,040.00
2. Bowling Green State University 27,794.00

Average Salary = 23,917.00
BGSU Salary = 27,794.00

Difference = $3,877.00 16.21%
### Administrative Staff Salary Comparisons 1987-1988

<table>
<thead>
<tr>
<th>Position</th>
<th>Universities</th>
<th>Salaries</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>033.0 Assistant Track Coach</strong></td>
<td>1. Bowling Green State University</td>
<td>11,330.00</td>
</tr>
<tr>
<td></td>
<td>2. Kent State University</td>
<td>15,560.00</td>
</tr>
<tr>
<td></td>
<td>3. University of Cincinnati</td>
<td>20,802.00</td>
</tr>
<tr>
<td></td>
<td>4. The Ohio State University</td>
<td>23,813.00</td>
</tr>
<tr>
<td></td>
<td><strong>Average Salary</strong></td>
<td>19,553.00</td>
</tr>
<tr>
<td></td>
<td><strong>BGSU Salary</strong></td>
<td>11,330.00</td>
</tr>
<tr>
<td></td>
<td><strong>Difference</strong></td>
<td>-$8,223.00 -42.05%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>034.0 Assistant Women's Basketball Coach</strong></th>
<th>bowling Green State University, The University of Akron, The Ohio State University</th>
<th>15,000.00, 19,032.00, 22,740.00</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Average Salary</strong></td>
<td>18,924.00</td>
<td></td>
</tr>
<tr>
<td><strong>BGSU Salary</strong></td>
<td>15,000.00</td>
<td></td>
</tr>
<tr>
<td><strong>Difference</strong></td>
<td>-$3,924.00 -20.74%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>035.0 Athletic Equipment Manager</strong></th>
<th>University of Cincinnati, Youngstown State University, Bowling Green State University, The Ohio State University</th>
<th>22,254.00, 23,719.00, 29,488.00, 34,440.00</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Average Salary</strong></td>
<td>27,475.25</td>
<td></td>
</tr>
<tr>
<td><strong>BGSU Salary</strong></td>
<td>29,488.00</td>
<td></td>
</tr>
<tr>
<td><strong>Difference</strong></td>
<td>$2,012.75 7.33%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>036.0 Assistant Manager, Ice Arena</strong></th>
<th>The Ohio State University, Bowling Green State University</th>
<th>16,370.00, 23,813.00</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Average Salary</strong></td>
<td>20,091.50</td>
<td></td>
</tr>
<tr>
<td><strong>BGSU Salary</strong></td>
<td>23,813.00</td>
<td></td>
</tr>
<tr>
<td><strong>Difference</strong></td>
<td>$3,721.50 13.52%</td>
<td></td>
</tr>
</tbody>
</table>
ADMINISTRATIVE STAFF SALARY COMPARISONS
49 SELECT OHIO CUPA POSITIONS (see Table A)
1987-1988

Page: 1

Total Select Ohio CUPA Salaries = $18,580,594
Total Select Ohio CUPA Positions = 426
Average Select Ohio CUPA Salaries = $43,616

1. The Ohio State University

Total CUPA Salaries = $1,814,475
Total CUPA Positions = 36
Average CUPA Salary = $50,402
Difference = $6,786 or 15.55%

2. University of Cincinnati

Total CUPA Salaries = $1,755,952
Total CUPA Positions = 38
Average CUPA Salary = $46,209
Difference = $2,593 or 5.94%

3. Miami University

Total CUPA Salaries = $1,661,878
Total CUPA Positions = 37
Average CUPA Salary = $44,916
Difference = $1,300 or 2.98%

4. Ohio University

Total CUPA Salaries = $1,608,047
Total CUPA Positions = 36
Average CUPA Salary = $44,668
Difference = $1,052 or 2.41%
5. Wright State University

Total CUPA Salaries = $1,506,541
Total CUPA Positions = 34
Average CUPA Salary = $44,310
Difference = $694 or 1.59%

6. The University of Toledo

Total CUPA Salaries = $1,441,631
Total CUPA Positions = 33
Average CUPA Salary = $43,686
Difference = $70 or 0.16%

7. Kent State University

Total CUPA Salaries = $1,820,069
Total CUPA Positions = 42
Average CUPA Salary = $43,335
Difference = $-281 or -0.64%

8. The University of Akron

Total CUPA Salaries = $1,468,613
Total CUPA Positions = 34
Average CUPA Salary = $43,195
Difference = $-421 or -0.96%

9. Cleveland State University

Total CUPA Salaries = $1,169,256
Total CUPA Positions = 28
Average CUPA Salary = $41,759
Difference = $-1,857 or -4.25%
### Administrative Staff Salary Comparisons

**49 Select Ohio CUPA Positions** *(see Table A)*

1987-1988

<table>
<thead>
<tr>
<th>University</th>
<th>Total CUPA Salaries</th>
<th>Total CUPA Positions</th>
<th>Average CUPA Salary</th>
<th>Difference</th>
<th>Percentage Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youngstown State University</td>
<td>$1,334,112</td>
<td>32</td>
<td>$41,691</td>
<td>$1,925</td>
<td>-4.41%</td>
</tr>
<tr>
<td>Bowling Green State University</td>
<td>$1,996,896</td>
<td>49</td>
<td>$40,753</td>
<td>$2,863</td>
<td>-6.56%</td>
</tr>
<tr>
<td>Central State University</td>
<td>$1,003,124</td>
<td>27</td>
<td>$37,153</td>
<td>$6,834</td>
<td>-15.66%</td>
</tr>
</tbody>
</table>

Page: 3
### Table A

**49 Bowling Green State University Positions Identified in 1987-1988 CUPA Survey of State-Supported Universities in Ohio**

<table>
<thead>
<tr>
<th>CUPA Position Code</th>
<th>CUPA Position Title</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EXECUTIVE</strong></td>
<td></td>
</tr>
<tr>
<td>√101.1</td>
<td>Assistant to the President, System</td>
</tr>
<tr>
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<td></td>
</tr>
<tr>
<td>√203.2</td>
<td>Acquisitions Librarian</td>
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<tr>
<td>√204.0</td>
<td>Director, Institutional Research</td>
</tr>
<tr>
<td>√208.0</td>
<td>Director, Computer Center Operations / Academic</td>
</tr>
<tr>
<td>√209.0</td>
<td>Administrator, Grants and Contracts</td>
</tr>
<tr>
<td><strong>ADMINISTRATIVE</strong></td>
<td></td>
</tr>
<tr>
<td>√301.1</td>
<td>Director, Health and Safety</td>
</tr>
<tr>
<td>√306.0</td>
<td>Chief Personnel / Human Resources Officer</td>
</tr>
<tr>
<td>306.2</td>
<td>Manager, Benefits</td>
</tr>
<tr>
<td>√306.3</td>
<td>Manager, Training and Development</td>
</tr>
<tr>
<td>√306.4</td>
<td>Manager, Employee Relations</td>
</tr>
<tr>
<td>√307.0</td>
<td>Director, Affirmative Action / Equal Employment</td>
</tr>
<tr>
<td>309.0</td>
<td>Director, Computer Center</td>
</tr>
<tr>
<td>√309.3</td>
<td>Systems Analyst I (highest level)</td>
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<tr>
<td>√309.5</td>
<td>Programmer Analyst I (highest level)</td>
</tr>
<tr>
<td>√309.6</td>
<td>Programmer Analyst II (lowest level)</td>
</tr>
<tr>
<td>√310.0</td>
<td>Director, Computer Center Operations / Administrative</td>
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<tr>
<td>√312.0</td>
<td>Chief, Physical Plant / Facilities Management Officer</td>
</tr>
<tr>
<td>√312.1</td>
<td>Associate Director, Physical Plant / Facilities Management</td>
</tr>
<tr>
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<td>Manager, Custodial Services</td>
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<td>Comptroller</td>
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<tr>
<td>√313.1</td>
<td>Manager, Payroll</td>
</tr>
<tr>
<td>√314.0</td>
<td>Director, Accounting</td>
</tr>
<tr>
<td>√315.0</td>
<td>Bursar</td>
</tr>
<tr>
<td>√316.0</td>
<td>Director, Purchasing</td>
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<td>√317.0</td>
<td>Director, Bookstore</td>
</tr>
<tr>
<td>√317.1</td>
<td>Associate Director, Bookstore</td>
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<tr>
<td>√318.0</td>
<td>Director, Internal Audit</td>
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<tr>
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<td>Director, Auxiliary Services</td>
</tr>
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<tr>
<td><strong>EXTERNAL AFFAIRS</strong></td>
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</tr>
<tr>
<td>401.2</td>
<td>Director, Corporate / Foundation Relations</td>
</tr>
<tr>
<td>√404.0</td>
<td>Director, Alumni Affairs</td>
</tr>
<tr>
<td>√410.0</td>
<td>Director, Information Office</td>
</tr>
<tr>
<td><strong>STUDENT SERVICES</strong></td>
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</tr>
<tr>
<td>√502.0</td>
<td>Director, Admissions</td>
</tr>
<tr>
<td>√502.1</td>
<td>Associate Director, Admissions</td>
</tr>
<tr>
<td>√502.2</td>
<td>Assistant Director, Admissions</td>
</tr>
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</table>
Registrar
Assistant Registrar
Director, Student Financial Aid
Associate Director, Student Financial Aid
Director, Food Services
Housing Officer / Administrative Operations
Director, Foreign Students
Director, Student Union
Director, Student Activities
Director, Student Placement
Director, Student Health Services (Physician Administrator)
Director, Athletics
Director, Sports Information
Comparison of Select Average Salaries (see Table A) from 1987-88 CUPA Survey of State-Supported Universities in Ohio

Avg CUPA Salary = $43616
ADMINISTRATIVE STAFF SALARY COMPARISONS
ALL OHIO CUPA POSITIONS (see Table B)
1987-1988

Page: 1

Total All Ohio CUPA Salaries = $38,911,419
Total All Ohio CUPA Positions = 825

Average All Ohio CUPA Salaries = $47,165

1. The Ohio State University

Total CUPA Salaries = $4,710,074
Total CUPA Positions = 86

Average CUPA Salary = $54,768
Difference = $7,603 or 16.12%

2. University of Cincinnati

Total CUPA Salaries = $4,316,102
Total CUPA Positions = 87

Average CUPA Salary = $49,610
Difference = $2,445 or 5.18%

3. Ohio University

Total CUPA Salaries = $3,333,964
Total CUPA Positions = 68

Average CUPA Salary = $49,029
Difference = $1,864 or 3.95%

4. Cleveland State University

Total CUPA Salaries = $2,486,842
Total CUPA Positions = 52

Average CUPA Salary = $47,824
Difference = $659 or 1.39%
5. Wright State University

Total CUPA Salaries = $3,087,359
Total CUPA Positions = 66

Average CUPA Salary = $46,778
Difference = $-387 or -0.82%

6. Miami University

Total CUPA Salaries = $3,453,635
Total CUPA Positions = 74

Average CUPA Salary = $46,671
Difference = $-494 or -1.04%

7. The University of Toledo

Total CUPA Salaries = $3,347,297
Total CUPA Positions = 72

Average CUPA Salary = $46,490
Difference = $-675 or -1.43%

8. Bowling Green State University

Total CUPA Salaries = $2,865,358
Total CUPA Positions = 62

Average CUPA Salary = $46,215
Difference = $-950 or -2.01%

9. The University of Akron

Total CUPA Salaries = $2,761,776
Total CUPA Positions = 61

Average CUPA Salary = $45,275
Difference = $-1,890 or -4.00%
## ADMINISTRATIVE STAFF SALARY COMPARISONS
### ALL OHIO CUPA POSITIONS (see Table B)
#### 1987-1988

---

### 10. Kent State University

<table>
<thead>
<tr>
<th>Total CUPA Salaries</th>
<th>= $ 3,891,773</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total CUPA Positions</td>
<td>= 86</td>
</tr>
</tbody>
</table>

Average CUPA Salary = $ 45,253

Difference = $ - 1,912 or - 4.05%

### 11. Youngstown State University

<table>
<thead>
<tr>
<th>Total CUPA Salaries</th>
<th>= $ 2,976,924</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total CUPA Positions</td>
<td>= 70</td>
</tr>
</tbody>
</table>

Average CUPA Salary = $ 42,527

Difference = $ - 4,638 or - 9.83%

### 12. Central State University

<table>
<thead>
<tr>
<th>Total CUPA Salaries</th>
<th>= $ 1,680,315</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total CUPA Positions</td>
<td>= 41</td>
</tr>
</tbody>
</table>

Average CUPA Salary = $ 40,983

Difference = $ - 6,182 or - 13.10%
### Table B

All Positions
1987-1988 CUPA Survey of State-Supported Universities in Ohio

<table>
<thead>
<tr>
<th>CUPA Position Code</th>
<th>CUPA Position Title</th>
</tr>
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<tbody>
<tr>
<td><strong>EXECUTIVE</strong></td>
<td></td>
</tr>
<tr>
<td>101.0</td>
<td>Chief Executive Officer, System</td>
</tr>
<tr>
<td>101.1</td>
<td>Assistant to the President, System</td>
</tr>
<tr>
<td>103.0</td>
<td>Executive Vice President</td>
</tr>
<tr>
<td><strong>ACADEMIC</strong></td>
<td></td>
</tr>
<tr>
<td>201.0</td>
<td>Chief Academic Officer</td>
</tr>
<tr>
<td>201.1</td>
<td>Director, Conferences</td>
</tr>
<tr>
<td>202.0</td>
<td>Chief Health Professions Officer</td>
</tr>
<tr>
<td>203.0</td>
<td>Director, Library Services</td>
</tr>
<tr>
<td>203.1</td>
<td>Circulation Librarian</td>
</tr>
<tr>
<td>203.2</td>
<td>Acquisitions Librarian</td>
</tr>
<tr>
<td>203.3</td>
<td>Technical Services Librarian</td>
</tr>
<tr>
<td>203.4</td>
<td>Public Services Librarian</td>
</tr>
<tr>
<td>203.5</td>
<td>Reference Librarian</td>
</tr>
<tr>
<td>204.0</td>
<td>Director, Institutional Research</td>
</tr>
<tr>
<td>204.1</td>
<td>Associate Director, Institutional Research</td>
</tr>
<tr>
<td>205.0</td>
<td>Director, Educational Media Services</td>
</tr>
<tr>
<td>206.0</td>
<td>Director, Learning Resources Center</td>
</tr>
<tr>
<td>207.0</td>
<td>Director, International Studies Education</td>
</tr>
<tr>
<td>208.0</td>
<td>Director, Computer Center Operations / Academic</td>
</tr>
<tr>
<td>208.1</td>
<td>Associate Director, Computer Center Operations / Academic</td>
</tr>
<tr>
<td>209.0</td>
<td>Administrator, Grants and Contracts</td>
</tr>
<tr>
<td>210.0</td>
<td>Dean, Architecture</td>
</tr>
<tr>
<td>211.0</td>
<td>Dean, Agriculture</td>
</tr>
<tr>
<td>213.0</td>
<td>Dean, Arts and Science</td>
</tr>
<tr>
<td>214.0</td>
<td>Dean, Business</td>
</tr>
<tr>
<td>242.0</td>
<td>Dean, Veterinary Medicine</td>
</tr>
<tr>
<td><strong>ADMINISTRATIVE</strong></td>
<td></td>
</tr>
<tr>
<td>301.0</td>
<td>Chief Business Officer</td>
</tr>
<tr>
<td>301.1</td>
<td>Director, Health and Safety</td>
</tr>
<tr>
<td>301.2</td>
<td>Director, Telecommunications</td>
</tr>
<tr>
<td>302.0</td>
<td>Chief Planning Officer</td>
</tr>
<tr>
<td>303.0</td>
<td>Chief Budgeting Officer</td>
</tr>
<tr>
<td>303.1</td>
<td>Associate Budget Director</td>
</tr>
<tr>
<td>304.0</td>
<td>Chief Planning and Budget Officer</td>
</tr>
<tr>
<td>305.0</td>
<td>General Counsel</td>
</tr>
<tr>
<td>305.1</td>
<td>Associate General Counsel</td>
</tr>
<tr>
<td>306.0</td>
<td>Chief Personnel / Human Resources Officer</td>
</tr>
<tr>
<td>306.1</td>
<td>Associate Director, Personnel / Human Resources</td>
</tr>
<tr>
<td>306.2</td>
<td>Manager, Benefits</td>
</tr>
<tr>
<td>306.3</td>
<td>Manager, Training and Development</td>
</tr>
<tr>
<td>306.4</td>
<td>Manager, Employee Relations</td>
</tr>
<tr>
<td>306.5</td>
<td>Manager, Labor Relations</td>
</tr>
</tbody>
</table>
306.6 Manager, Employment
306.7 Manager, Wage and Salary / Manager, Compensation
306.8 Manager, Personnel Information Systems
307.0 Director, Affirmative Action / Equal Employment
307.1 Associate Director, Affirmative Action / Equal Employment
308.0 PERS AFFRM
309.0 Director, Computer Center
309.1 Associate Director, Computer Center
309.2 Data Base Administrator
309.3 Systems Analyst I (highest level)
309.4 Systems Analyst II (lowest level)
309.5 Programmer Analyst I (highest level)
309.6 Programmer Analyst II (lowest level)
310.0 Director, Computer Center Operations / Administrative
310.1 Associate Director, Computer Center Operations / Administrative
311.0 Director, Information Systems
312.0 Chief, Physical Plant / Facilities Management Officer
312.1 Associate Director, Physical Plant / Facilities Management
312.2 Manager, Landscape and Grounds
312.3 Manager, Building and Maintenance Trades
312.4 Manager, Technical Trades
312.5 Manager, Custodial Services
312.6 Manager, Power Plant
313.0 Comptroller
313.1 Manager, Payroll
314.0 Director, Accounting
314.1 Staff Accountant (highest level)
314.2 Staff Accountant (lowest level)
315.0 Bursar
315.1 Associate Bursar
316.0 Director, Purchasing
316.1 Associate Director, Purchasing
317.0 Director, Bookstore
317.1 Associate Director, Bookstore
318.0 Director, Internal Audit
319.0 Director, Auxiliary Services
319.1 Manager, Mail Services
320.0 Director, Campus Security
321.0 Director, Risk Management and Insurance
322.0 Administrator, Hospital Medical Center
322.1 Director, Medical Center Public Relations / Affairs

EXTERNAL AFFAIRS
401.0 Chief Development Officer
401.1 Director, Annual Giving
401.2 Director, Corporate / Foundation Relations
401.3 Coordinator, Resource Development
401.4 Director, Estate Planning
402.0 Chief Public Relations Officer
402.1 Director, Governmental / Legislative Relations
403.0 Chief Development and Public Relations Officer
404.0 Director, Alumni Affairs
406.0 Director, Special and Deferred Gifts
408.0 Director, Community Services
409.0 Director, Publications
409.2 Manager, Printing Services
410.0 Director, Information Office
411.0 Director, News Bureau

**STUDENT SERVICES**
501.0 Chief Student Affairs Officer
502.0 Director, Admissions
502.1 Associate Director, Admissions
502.2 Assistant Director, Admissions
504.0 Registrar
504.1 Associate Registrar
504.2 Assistant Registrar
505.0 DIR AD/FIN
506.0 Director, Student Financial Aid
506.1 Associate Director, Student Financial Aid
507.0 Director, Food Services
507.1 Associate Director, Food Services
508.0 Director, Student Housing
508.1 Associate Director, Student Housing
508.2 Housing Officer / Administrative Operations
508.3 Housing Officer / Residence Life
508.4 Housing Officer / Family Housing
509.0 Director, Housing and Food Services
510.0 Director, Foreign Students
511.0 Director, Student Union
511.1 Associate Director, Student Union
511.2 Student Union Business Manager
512.0 Director, Student Activities
513.0 Director, Student Placement
514.0 Director, Student Counseling
514.1 Associate Director, Student Counseling
515.0 Director, Student Health Services (Physician Administrator)
517.0 CHAPLAIN
518.0 Director, Athletics
519.0 Director, Sports Information
520.0 Director, Athletics / Men
521.0 Director, Athletics / Women
522.0 Director, Campus Recreation / Intramurals
Comparison of Select Average Salaries (see Table A) from 1987-88 CUPA Survey of State-Supported Universities in Ohio

0% = Average CUPA Salary
ADMINISTRATIVE STAFF SALARIES
"4-Corner Institutions"
Fiscal Year 187-88 Salaries

1. Miami University
   Total CUPA Salaries = $1,661,878
   Total CUPA Positions = 37
   Average CUPA Salary = $44,916

2. Ohio University
   Total CUPA Salaries = $1,607,987
   Total CUPA Positions = 36
   Average CUPA Salary = $44,666

3. Kent State University
   Total CUPA Salaries = $1,820,069
   Total CUPA Positions = 42
   Average CUPA Salary = $43,195

4. Bowling Green State University
   Total CUPA Salaries = $1,996,896
   Total CUPA Positions = 49
   Average CUPA Salary = $40,753

-------------------------------------------------------------------------------------------------

ADMINISTRATIVE STAFF SALARY COMPARISONS
BGSU Versus the other "4-Corner" Institutions
Fiscal Year 187-88 Salaries

<table>
<thead>
<tr>
<th>Institution</th>
<th>Total CUPA Salaries</th>
<th># CUPA Positions</th>
<th>Avg CUPA Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Miami</td>
<td>$1,661,878</td>
<td>37</td>
<td></td>
</tr>
<tr>
<td>Ohio University</td>
<td>$1,607,987</td>
<td>36</td>
<td></td>
</tr>
<tr>
<td>Kent State Univ</td>
<td>$1,820,069</td>
<td>42</td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td>$5,089,934</td>
<td>115</td>
<td>$44,260</td>
</tr>
<tr>
<td>BGSU</td>
<td>$1,996,896</td>
<td>49</td>
<td>$40,753</td>
</tr>
</tbody>
</table>

Variance between BGSU Average CUPA Salary & Average CUPA Salary of the other "4-corner" institutions: $3,507 or -7.92%
ASC PERSONNEL/WELFARE COMMITTEE
Minutes
November 17, 1988

Members Present: Carr, DeCrane, Hughes, Jordan, O'Donnell, Schultz, Swaisgood, Zolman

A discussion was held regarding the proposed changes to the handbook as submitted by the Handbook Review Committee. The A.S.C. P-W Committee supported the changes as proposed with one exception:

Under the Grievance and Hearing Procedures, it was felt that Item B under Section I-A was not clear. Rich Hughes will ask the committee to clarify that point. The executive committee can hear that discussion on November 22 and take appropriate action in placing the entire changes on the December agenda.

Also, the P/W Committee felt that, based on input received from last year and from Dr. Dalton this year, the change of the sick leave policy that would allow 2 sick days to be transferred to personal days should be submitted as a handbook change.

Finally, discussion was also held on developing a new policy that would allow release time for physical fitness pursuits. The Handbook Committee should develop wording.

The Salary Subcommittee reported that surveys were out and due back by December 15. Charles Schultz is working to develop the database that will be used. The surveys have been well received at other institutions. Hopefully, all institutions might be able to utilize this needed information.

Discussion was also held regarding the need for a comparison to the private sector. However, it was decided to emphasize and compare with higher education this year. Private sector considerations may be taken up next year.

Although there was no Benefit Subcommittee report, the general consensus is to put forward the same recommendations as have been submitted. The subcommittee will continue to explore options and encourage discussion.

The meeting adjourned at 4:20 pm.