

Minutes of Administrative Staff Council
November 7, 2002

Call to Order

Laura Emch called the meeting to order at 1:30.

Members Present

Ann Betts, Amelie Brogden, Nora Cassidy, Wayne Colvin, Dave Crooks, Jim Dachik, Carl Dettmer, Laura Emch, Deb Fleitz, Dave Garcia, Brady Gaskins, Kim Grilliot, Terry Herman, Sally Johnson, Deborah Knigga, Susan Kozal, Sue Lau, Lona Leck, Joe Luthman, Sandy Miesmer, Emily Monago, Karen Schwab, Tom Scavo, Phyllis Short, Ron Skulas, Robin Veitch, Robert Zhang

Member Substitutes

Mary Lynn Pozniak for John Clark. Beth Casper for Tina Coulter. Tony Howard for Mike Fitzpatrick.

Absent

Sandra DiCarlo, Cindy Smith, Nicole Voorhees, Barbara Waddell, Brady Gaskins

Guests

Jim Wiegand, Public Safety

Approval of Minutes

Wayne Colvin moved and Sandy Miesmer seconded approval of the minutes from October 3, 2002 with one change. The name of the guest that attended October's meeting was incorrectly reported as Jay Hartwell-Lein (CMAI). It has been corrected to read Joy Hartwell-Lein (CMAI).

Chair's Report

The written report submitted by the chair is reproduced below.

Chair's Report-November 7, 2002

1. ASC Executive Committee met on October 8th and 22nd. Topics including 'Unscheduled Closing Policy' and 'Automated payroll system for Students' were discussed.
2. Susan Kozal has volunteered to be our representative for the new faculty committee of "Professional Affairs".
3. Ann Betts will be the Administrative Staff Council representative to the newly formed University Dining Services Advisory Board.
4. Robin Veitch (ASC Vice-Chair) and I attended the Constituent Caucus on October 3rd.
5. I represented ASC at the President's Advisory Council on October 17th.
6. Robin Veitch and I attended the President's Panel on October 17th.
7. I encourage all ASC Committee members to review their committee goals, as approved by

ASC Executive Committee, for 2002-03. Any questions, concerns, or assistance in accomplishing the goals should be directed to ASC Exec.

Vice Chair's Report

Robin indicated that she would be ready for her first report next month.

Secretary's Report

None.

Committee Reports:

Amendments:

Jim Dachik reported that the committee is reviewing minutes to find corrections to the handbook and are up to the minutes from 1998.

Awards and Special Recognition: Deb Fleitz reported that the committee met to look at the overall program. They decided to remain on a quarterly schedule in awarding the Spirit of BG award for administrative staff members. CSC is still awarding their award monthly. The committee is updating the language on the forms found on the ASC web site. Their next meeting is in December.

External Affairs:

The written report submitted by the chair is reproduced below.

ASC External Affairs Committee Report

November 7, 2002

Holiday Parade

- Scheduled for Saturday, November 23, 2002. Step off time is 10:00 am
- Parade line-up is on E. Merry Avenue at 9:20am (Bay-H)
- The committee met today and we are working on candy donation drop-off sites campus wide. Asking for volunteers in various areas to be designated as drop-off sites for candy donations. (Thank you to Laura Emch and Dave Garcia for volunteering to be their buildings' candy donation drop-off site person.)
- Dianne Widman-Abbott (dabbott@bgnet.bgsu.edu) is contact person from External Affairs Committee if interested in being listed as a candy donation drop-off site. Messages will go campus-wide via ASC Listproc soon with current drop-off locations and requests for drop-off site volunteers.
- Committee members strongly encourage the participation of Administrative Staff in the parade. Committee members plan to wear brown, orange and Santa hats. We also suggest that participants wear the same or holiday colors, if possible. However, this dress is not required for participation. Family, children, friends, pets, etc. are welcome to join staff in the parade.
- More than 30 Classified Staff members and only two Administrative Staff members participated in the 2001 Holiday Parade as noted by committee member Phyllis Short. We greatly want to change this for 2002 Holiday Parade with Administrative Staff

support.

· We would like to extend our sincere thank you to everyone who had previously volunteered and volunteered at the meeting today to provide support for the 2002 Holiday Parade (Laura Emch, Dave Garcia, Robin Veitch and committee members).

The External Affairs Committee respectfully submitted this report:

Dianne Widman-Abbott

Emily Monago**

Laurel Daman

Nicole Voorhees

Phyllis Short

Ron Skulas

**Chairperson

Internal Affairs:

Kim Grillo indicated that the committee is continuing to work with Marsha Serio to clarify the goals and outcomes of implementing a mentoring program for new administrative hires. Marsha has given the committee three models of mentoring programs to review. The goal is to set up a program as soon as possible.

Personnel Welfare:

None.

Professional Development:

Amelie Brogdan indicated that the form for funding requests has been updated and sent to the web site. Priorities for awarding funds will be discussed at the committee's next meeting. The committee is documenting their procedures.

Salary: Dave Garcia reported that they would be meeting later. He is meeting with HR to review CUPA information.

Scholarship: Nora Cassidy reported that the committee is finalizing raffle items.

Faculty Senate Liaison: None.

Classified Staff Council Liaison: Ron Skulas CSC is pursuing a reduction in the cost for staff to use the recreation center, or preferably, seeking to gain access at no cost to staff. Good data has been received and reviewed by CSC to support this. He indicated that there is an indication that President Ribeau is in favor of this, but other approvals are needed before it can move forward. Ron asked if ASC would be interested in pursuing this initiative.

Old Business:

Laura Emch asked if there were any comments about the drafted response to President Ribeau's

questions on team building. The draft is reproduced below.

How Do We Answer the President?

According to James M. Kouzes and Barry Z. Posner, authors of *The Leadership Challenge*, "Central to the process of collaboration is leadership" (1995, p. 154). Kouzes and Posner have done extensive research on what works and what doesn't work to foster organizational growth. Their conclusions nicely parallel sentiments of what our own BGSU administrative staff members reported were necessary for our own growth as a truly collaborative organization.

In response to the first area of inquiry, which is, "How do we promote a collaborative environment, not just in our units but also across units?" members of our staff reported that the university as an entity would be most successful if all team members were to begin to model positive, professionally conscientious, mission-supportive behavior in all of our actions and activities and at all levels. Numerous staff specifically shared their desire to see various levels of management involve themselves in training in which understanding the practical nature of collaborative groups, specific skills and methods for collaboration and cooperation for success were the topics.

For example, one constituent replied, "Collaborative effort often requires that those involved be accorded a great deal of flexibility in meeting the ongoing demands of their position....

Setting up systems of cooperation and schedules for collaboration, finding funding for new efforts, and executing the project can sometimes necessitate delegation or possible delay of non-essential duties. Supervisors who wish to encourage new projects that involve collaboration across or within disciplines must be ready to accommodate and support these efforts." while another reported a need for "A fund for collaborative projects, having a structure similar to EECAP's, but with different funding objectives, would go a long way toward encouraging these goals." Kouzes and Posner state "empirical analyses confirm the strong relationship between leadership effectiveness and enabling others to act" and that "Leaders also personally benefit from behaving collaboratively... A leader who fosters collaboration is much more likely to be seen as personally credible than one who promotes competition between members of the same organization" (1995, p.153).

Therefore, while ongoing training is crucial for proactive growth at all levels and in all aspects of our work, our perceptions, as well as a great deal of qualitative research, indicate that this modeling is especially effective in management leadership.

The second area of inquiry ASC has been charged with investigating is "What can administrative staff do, individually or by units, to further the mission and success of BGSU." Research indicates that effective collaborations involve three key areas: development of cooperative goals, seeking integrative solutions and building trusting relationships (Kouzes and Posner, p. 154). At BGSU, we are on our way to embodying all three of these elements. However, to just possess these three tools is not enough: specific and ongoing work is necessary to promote positive and proactive change.

Our most formidable opponent at this point seems to be the "we've already tried that" mentality. Listening and building trust are also cited as two very important factors in building collaborative atmospheres; this works because people perceive these moves as respect-building initiatives. In addition to nurturing mutually supportive and respectful environments, administrative staff also

would like to see increases in open sharing and communication between all constituents of the University about what is working and what is not working well.

ASC's suggestion for action is a series of focus groups, using volunteer members from all five constituent groups. Managed team projects that meet real goals and challenges of our constituent groups--again, with appropriate representation across constituent groups and areas--might be an even better solution. This strategy would ensure that the skills and abilities being fostered through training would be utilized in practical and genuine ways, not just in exercises on paper.

Collaborative environments work best when there is a "light" at the end of the proverbial tunnel, something to strive for. One reply that struck us as particularly interesting was that there seems to be a lack of genuine recognition for departments, divisions, individuals and programs that are successfully collaborating now. Specifically, "Although there are models of highly successful collaborations at BGSU (e.g., Theatre Dept.), recognition of team projects [is missing]".

Kouzes and Posner state that in collaboration we must "Make certain that the long-term payoffs of mutual cooperation outweigh the short-term benefits of taking advantage of the other party/ies." BGSU's administrative staff can, with communal effort, accomplish this goal.

After no concerns or questions were expressed, Laura asked if the response could be forwarded and the council agreed it should be forwarded as drafted.

New Business:

Dr. Folkins:

Dr. Folkins spoke to council about the pressing issue of retention of students from their first year to their second. In the 1980's our retention rate of this group was well over 80%. This past year our retention rate was 77.8%. Given BGSU's attention to student success Dr. Folkins stated one would think we would be doing better in this area. The question he posed was "why aren't we doing better?"

He stated that several factors play a part in retention, but research has shown that building community and connectivity are key factors in student retention. To further our institutions efforts, BGSU will be launching a major initiative by creating an office that will be co-directed by Connie Ruhl-Smith and Bud Beatty. The focus of this office will be retention efforts. They will be coordinating the development of more intrusive advising efforts as well as such projects as mid-term grade reporting for at risk students. They will also be looking at increasing supplemental instruction efforts.

Deb Fleitz asked if any attempt had been made to see why students left. Dr. Folkins indicated that this had been done. The Office of Admissions is phoning students to get information as is the College of Arts and Sciences. Institutional Research is studying information to see if there are any patterns that exist such as courses students took or major/college information.

Wayne Colvin asked if where students live is being looked at as a possible factor. He indicated that they used to track retention by floor in the dorms. Amelie indicated that this information is still being tracked. However, she thought it was by dorm, not by floor.

Dr. Folkins concluded by encouraging staff to share any thoughts or ideas on retention initiatives with Connie and Bud.

Dr. Dobb:

Dr. Dobb was present to discuss the unscheduled closing policy. She said the new policy had been drafted and the hope was it balanced “sanity and weather”. The previous policy was not always clear on what procedures were. She hoped that the new policy would not be leaving as much open to interpretation. She acknowledged that no policy could ever address everything but felt the new policy addressed the majority of items. The policy would be changed to address the issue of essential employees if the university were closed over 24 hours. She said a prolonged closing would necessitate additional employees being available. A list of essential employees will be posted on the web site in October every year. The questions was asked whether supervisors could challenge a non-essential employee’s decision not to come into work or to leave early due to weather and their concern for their personal safety. Dr. Dobb indicated, “ Human Resources had said they will be there to support any supervisor disputes about an employee choosing to leave early.”

Adjourn

Amelie Brogdan moved and Ron Skulas seconded. The meeting was adjourned at 3:10.

Respectfully submitted:

Sue Lau