

SPECIAL
MEETING OF THE BOARD OF TRUSTEES
OF THE EVERGREEN STATE COLLEGE

Thursday, February 26, 1976
The Evergreen State College Campus
Daniel J. Evans Library, Room 3112

The meeting was called to order by Chairman Halvorson at 10:40 AM.

Trustees Present: Thomas Dixon
Herbert D. Hadley
Halvor M. Halvorson
Trueman L. Schmidt
Janet P. Tourtellotte

Staff Present: Judy Annis, Information Specialist
Dean Clabaugh, Administrative Vice President
Yves Duverglas, Library Media Technician
Suzanne Feeney, Director of Development
Rita Grace, Recording Secretary
Rindetta Jones, Affirmative Action Officer
Charles McCann, President
John Moss, Director of Personnel & Auxiliary Services
Mary Nelson, Member of the Faculty
Larry Stenberg, Dean of Student Development Programs
Ernest L. Thomas, Director of Third World Coalition
See permanent roster for others attending

Others Present: Charles Albertson, Student
Patrick Callan, Executive Coordinator, Council for
Postsecondary Education
Richard Montecucco, Assistant Attorney General
Paul Nibblelink, Boeing Computer Services, Inc.
Alice Watts, Daily Olympian
Doug Whitman, KITN Radio

APPROVAL OF MINUTES - Action

Motion Mr. Dixon moved approval of the minutes of the January 20, 1976
76-5 meeting as distributed. Seconded by Mrs. Tourtellotte and passed.

MANAGEMENT STUDY CONSULTANT - Discussion

Mr. Clabaugh reported to the Trustees about conversations with WOFAC, Arthur Young & Company, and Boeing Computer Services, Inc. regarding a proposed management study in the admissions, registrar, financial aid and student accounts offices. Mr. Paul Nibblelink, Boeing Computer Service, provided details about his firm's proposal, and responded to questions from the Board and audience.

PUBLIC HEARING: PREGNANCY AND MATERNITY LEAVE, AN ADDITION TO THE HUMAN RIGHTS DOCUMENT - Action

The Board convened a public hearing at 11:20 AM to discuss a proposed pregnancy and maternity leave policy under the requirements of the Administrative Procedures Act.

Motion
76-6

Mr. Dixon, in accordance with Administrative Procedures Act requirements, moved approval of the attached policy, an amendment to WAC 174-148, human rights policy, by the addition thereto of a new section, WAC 174-148-085, relating to pregnancy and maternity leave.

Seconded by Mr. Hadley and passed.

The Board resumed its special meeting at 11:24 AM.

REPORT FROM PATRICK CALLAN, EXECUTIVE COORDINATOR, COUNCIL FOR POSTSECONDARY EDUCATION

Mr. McCann introduced Patrick Callan, Executive Coordinator of the Council for Postsecondary Education. Mr. Callan told the Trustees that he appeared to establish lines of communication, to inform the Board about CPE, and to hear whatever concerns Trustees might have. The Trustees expressed appreciation for the opportunity to get acquainted.

REALIGNMENT - Action

Mr. McCann proposed a realignment plan which would bring together seven functions under a Dean of Enrollment Services reporting to the Administrative Vice President: admissions, registration and records, financial aid, student accounts, academic advising, career planning and placement, and veterans' affairs. The Dean will be selected from current faculty and staff, with the intention that the number of faculty and staff will neither grow nor decrease as a direct result of this realignment.

"Stone" Thomas stated that 17 exempt and 10 faculty positions are filled by women or third world people; he argued for extension of applicant deadline and reduction in the requirement for experience from 5 years to 3 years. Mr. McCann and Mr. Clabaugh agreed to reduce the number of years experience to 3 and extend the deadline by 5 working days.

Motion
76-7

Mr. Hadley moved approval of the creation of a new position called Dean of Enrollment Services, reporting to the Administrative Vice President, who will coordinate the offices of academic advisor, admissions, career planning and placement, financial aid, registration and records, student accounts, and veterans' affairs; and approval of recruiting plans.

Seconded by Mr. Schmidt and passed.

SUMMER 1976 TUITION AND FEE SCHEDULE - Action

Mr. Clabaugh requested the Trustees change the summer fees for full time non-Vietnam veterans to coincide with tuition and fees for the other three quarters.

Motion
76-8

Mr. Schmidt moved adoption of the attached tuition and fee schedule for summer 1976.

Seconded by Mrs. Tourtellotte and passed.

SALARY GUIDELINES FOR FACULTY AND EXEMPT ADMINISTRATORS - Action

Mr. McCann mentioned that 1975 salary actions followed the proposed new guidelines but that they had not had formal adoption.

RECESS

The Board recessed for lunch at 12:30 PM and resumed the special meeting at 2:30 PM to continue discussion of the salary guidelines. Mr. Clabaugh informed the Trustees of the work of the Salary Evaluation Team.

Motion
76-9

Mr. Schmidt moved adoption of the attached revised Salary Guidelines for Members of the Faculty and for Certain Counselors and Librarians (EAC 174-112-550 through -620) and for Other Exempt Administrators (EAC 174-112-650 through -730) to incorporate an amendment in section 174-112-690 (1) deleting the words "and vice presidents" from the next to the last sentence; and with the proviso that the incumbents in the five positions downgraded by the revised guidelines (Director of Information Services and Publications, Affirmative Action Officer, Director of Recreation and Campus Activities, Coordinator of Counseling Services, Director of Development) be "grandfathered in" at the old higher range.

Seconded by Mr. Hadley and passed.

EXECUTIVE SESSION

The Board went into Executive session at 3:40 PM; the special meeting was reconvened at 5:30 PM.

ON-CAMPUS EVALUATION - Action

Motion
76-10

Mr. Hadley moved that the Board appoint a group of approximately 10 persons, drawn from a cross-section of large business, small business, labor, government, minority community, education, etc., in Washington for an on-campus evaluation of Evergreen's effectiveness as an institution of higher education, followed by a report with recommendations to the Board.

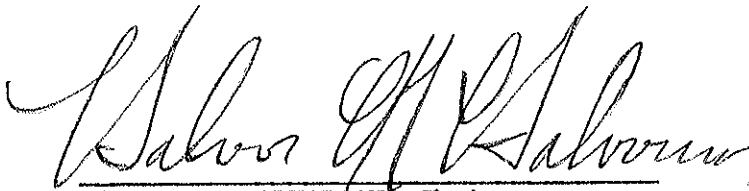
Seconded by Mrs. Tourtellotte and passed.

The Trustees felt it an appropriate time to obtain an evaluation from the citizens of Washington now that Evergreen has graduated its first four-year class. President McCann will ask Les Eldridge to act as staff liaison to the evaluation committee.

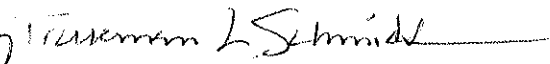
DATE OF NEXT MEETING AND ADJOURNMENT

The date of the next meeting was set for March 16 but was subsequently changed to April 6.

The meeting adjourned at 5:40 PM.



HALVOR M. HALVORSON, Chairman



TRUMAN L. SCHMIDT, Secretary

THE EVERGREEN STATE COLLEGE

January 16, 1976

HUMAN RIGHTS POLICY

BY THE ADDITION THERETO OF A NEW SECTION:

WAC 174-148-085 RELATING TO PREGNANCY AND MATERNITY LEAVE

WAC 174-148-085 Pregnancy and Maternity Leave Policy

(1) General Policy

Childbearing is an expectable incident in the life of a woman. Practices such as terminating the employment of pregnant women without cause, refusing to grant leave or accrued sick pay for disabilities relating to pregnancy, or refusing to hire women for responsible jobs because they are, or may become, pregnant, impair the opportunity of women to obtain employment and to advance on the same basis as men. Such practices discriminate against women because of their sex and are prohibited at The Evergreen State College.

(2) Purposes

Federal and State Law against discrimination in employment because of sex are intended to equalize employment opportunity for men and women. This policy defines how the law applies to practices which disadvantage women because of pregnancy or childbirth.

(3) Hiring Pregnant Women

Appointing authorities will not refuse to hire a woman because she is pregnant unless the pregnant condition of the individual woman currently prevents her from performing the job. The burden shall be on the employer to show that his decision not to hire a woman because of pregnancy was based on adequate facts concerning her individual ability to currently perform the job. It is an unfair practice to refuse to hire a woman applicant because she will be entitled to maternity leave, or because she may become entitled to maternity leave.

Arguments that may not be used to disqualify pregnant women or those who may become pregnant from employment include, but are not limited to:

- (a) Pregnant women may not return to their former jobs after childbirth;
- (b) time away from work required for childbearing may increase the College's cost;
- (c) the leave period for childbirth may be unreasonably long;
- (d) pregnant women may be frequently absent from work due to illness; and
- (e) clients, co-workers, or customers may object to having pregnant women on the job.

(4) Condition of Employment for Pregnant Women

Appointing authorities may not penalize women in terms or conditions of employment, or in any way limit the job opportunities of a woman because she is pregnant or may require time away from work.

(5) Leave for Pregnancy

Appointing authorities must provide pregnant women leaves of absence for sickness or incapacity associated with pregnancy and for childbirth. Persons in positions covered by the Higher Education Personnel Board shall be subject to those rules relating to pregnancy and maternity leave (WAC 251-22-155).

Leaves of absence for pregnant women may include both paid and unpaid leave. Leaves of absence for maternity will commence upon the request of the employee and extend until the employee is physically able to return to work. In all instances in which an employee requests maternity leave, or asks that it be extended, the appointing authority may require the employee to provide a statement from a second physician of the College's choice attesting to the need for, and duration of the leave. The College will bear the cost of such examination by a college-designated physician.

An employee is eligible to use earned sick leave credits during maternity leave. In those instances in which an employee's sick leave credits are exhausted prior to her return to work, the employee's status will automatically convert from sick leave to leave of absence without pay. Use of any accrued annual vacation leave shall be at the employee's discretion and is optional.

Employees returning from an authorized maternity leave of absence must be offered employment in the same position or in another position in the same class, in the same geographic area and organizational unit, with at least the same pay if the leave of absence was for the actual period of disability relating to pregnancy or childbirth.

(6) Leave Benefits for Pregnant Women

Illness or absence from work caused or contributed to by pregnancy, miscarriage, spontaneous, therapeutic or voluntary abortion, childbirth, and recovery therefrom are temporary disabilities and are treated as such under the College sick leave policies.

(7) Paternity/Child Care Leave for Fathers

Paternity leave for fathers for purposes relating to necessary care of the child or children or mother either before or due to pregnancy and childbirth should be considered grounds for leave and should be available to men on an equal basis.

(8) Marital Status as Related to Pregnancy

Discrimination against pregnant women because of marital status is prohibited. Discrimination against men because of marital status in regard to paternity is prohibited. The College's pregnancy and maternity leave policy applies equally to married and unmarried pregnant women.

Tuition & Fee Schedule

Summer Session, 1976

Distribution of Fees

| <u>Number of Evergreen Units</u> | <u>Appli- cation Fee*</u> | <u>Advanced Deposit*</u> | <u>Operating Fee</u> | <u>S & A Fee</u> | <u>Total</u> |
|--|-----------------------------------|------------------------------|--------------------------|--------------------------|--------------|
| Resident Students: | | | | | |
| Non-Vietnam Veterans: | | | | | |
| 1 | 0 | 0 | \$ 57.50 | \$23.50 | \$ 80.00 |
| 2 | 0 | 0 | 77.50 | 32.50 | 110.00 |
| 3 | 0 | 0 | 99.00 | 41.00 | 140.00 |
| 4 | 0 | 0 | 116.50 | 52.50 | 169.00 |
| Vietnam Veterans: | | | | | |
| 1 | 0 | 0 | \$ 57.50 | \$23.50 | \$ 80.00 |
| 2 | 0 | 0 | 77.50 | 32.50 | 110.00 |
| 3 | 0 | 0 | 84.50 | 35.50 | 120.00 |
| 4 | 0 | 0 | 84.50 | 35.50 | 120.00 |
| Non-Resident Students: | | | | | |
| 1 | 0 | 0 | \$ 171.50 | \$48.50 | \$220.00 |
| 2 | 0 | 0 | 251.50 | 48.50 | 300.00 |
| 3 | 0 | 0 | 331.50 | 48.50 | 380.00 |
| 4 | 0 | 0 | 404.50 | 48.50 | 453.00 |

*For new students enrolling only for the summer session

Adopted by the Board of Trustees
February 26, 1976

THE EVERGREEN STATE COLLEGE

EAC 174-112 PERSONNEL RULES

Salary Guidelines for Members of the Faculty and for Certain
Counselors and Librarians

EAC 174-112-550 Introduction

- (1) Purpose. The purpose of this plan is to provide a set of guidelines for determining salaries of members of the faculty, and of professional counselors and professional librarians who have been accepted as members of the faculty (for convenience, references hereafter shall be made only to "members of the faculty" which term includes for the purposes of these guidelines all three categories). These guidelines intend to provide the procedures and rationale for periodic changes in salaries which recognize the training and experience of the individual faculty members, interinstitutional comparisons, and increases or decreases in the cost of living.
- (2) Objectives. The objectives of these guidelines include the following:
 - (a) To maintain a rational salary scale based upon the educational background and relevant experience of each faculty member.
 - (b) To maintain, to the degree feasible, equity between compensation at Evergreen and at other institutions with which Evergreen compares itself.
 - (c) to recognize changes in the buying power of the salary dollar.
 - (d) To attain internal equity to the greatest degree possible.
 - (e) To maintain a competitive position in order to retain and attract competent personnel.

EAC 174-112-560 Establishment of the Grid

(1) Criteria.

- (a) The basic criterion by which the grid shall be established shall be the establishment of a value for each of several ranges of experience in a fashion to establish average salaries for faculty members at or as near as possible to the "all ranks" averages for those institutions with which Evergreen compares itself (while recognizing certain unique organizational structures and functions at Evergreen).

- (b) In certain exceptional cases, the grid may be modified by recognition of a "marketplace value" for certain fields or groups. When such exceptions are allowed, they shall be allowed only after exceptional scrutiny and evaluation. Before making a decision for such an exception, the appropriate vice president shall first convene and ask the advice of the last-appointed-salary evaluation task force. (If an exception of this type is allowed, the individual involved will not have his own salary scale but rather will remain at his starting rate, except for cost of living increases, until his "years of experience" catch up with that starting rate).
- (c) The salary grid established shall embody the following principles:
- (i) That younger persons accelerate faster in time and at a higher rate than more experienced faculty members.
 - (ii) That all faculty members be compensated equally according to years of experience as defined later in these guidelines.
 - (iii) That it be the responsibility of the respective deans and directors explicitly to identify years of experience for each person in recommending entering salaries and advances in salaries to the vice president; advances in salary are to be automatic upon completion of the scheduled number of years as defined by the salary grid.
 - (iv) That maximum salary be approximately twice the minimum salary with subsequent cost of living adjustments being applied across the board so as to maintain that differential as well as that obtaining between incremental steps on the salary grid.
- (2) Grid. Based on the criteria above, the following grid is established for members of the faculty:

| <u>Step</u> | <u>Years of Experience</u> | <u>Annual (9 month) Salary</u> | <u>Increment</u> |
|-------------|----------------------------|--------------------------------|------------------|
| A | 0-3 | \$12,150 | -- |
| B | 4-6 | 12,710 | 5% |
| C | 7-9 | 15,050 | 18% |

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| <u>Step</u> | <u>Years of Experience</u> | <u>Annual (9 month) Salary</u> | <u>Increment</u> |
|-------------|----------------------------|--------------------------------|------------------|
| D | 10-13 | \$17,360 | 15% |
| E | 14-19 | 19,710 | 14% |
| F | 20-26 | 22,060 | 12% |
| G | 27 + | 23,800 | 8% |

For appointments for other than nine months, multiply the appropriate annual salary figures from the grid by one-ninth for each month of the appointment.

- (3) Step vs. Incumbent. The value assigned to each step in the grid is independent of the incumbent's current salary.

EAC 174-112-570 Initial Placement

(1) Present Faculty Members.

- (a) Upon the effective date of this plan, salaries of all faculty members below the grid shall be adjusted, prior to any other action, to the grid.
- (b) Faculty members receiving salaries in excess of their respective scales shall receive only cost of living increases as provided in EAC 174-112-580 (2) and (3) below.

- (2) New Appointments. New faculty members shall be offered initial salaries on the grid according to the years of their experience (with exceptions possible for special "marketplace" competitive situations; see EAC 174-112-560 (1)(b), above).

EAC 174-112-580 Bases for Salary Increases

- (1) Experience. The principal and primary criterion to be employed to determine salary increases for members of the faculty shall be years of experience and the grid.
- (2) Cost of Living. Cost of living increases, the second priority after placement on the grid according to years of experience, shall be calculated as a percentage change in the consumer price index as computed by the Bureau of Labor Statistics for the Seattle standard metropolitan area, from the period of the last salary increase, but in no event to exceed two years. The calculated percentage shall, if necessary, be reduced to that percentage permitted by availability of funds; see the following paragraph. That percentage change shall be reflected in the salary plan by multiplying all steps on the grid times the percentage change to establish a new grid.

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- (3) When rotation from faculty status to exempt administrative status, or vice versa, occurs or is contemplated, the appropriate vice president will determine the salary guidelines to be utilized at the time of the rotator's appointment or employment.
- (4) Division of Available Funds.
- (a) The Evergreen State College shall distribute faculty and exempt administrator salary increase funds received to faculty salary increases and exempt administrator salary increases in proportion to total faculty salaries and total exempt administrator salaries, respectively.
- (b) Assuming funds made available are insufficient to cover both step increases on the grid and the percentage for cost of living, an allocation of available funds shall be made on the following basis: movement on the grid of individual members of the faculty by virtue of longevity shall take priority over cost of living increases; only if funds remain after accommodating step increases shall cost of living increases be calculated. If funds available are insufficient to cover the necessary step increases, partial step increases shall be granted on a uniform percentage basis, with the accommodation of the remainder of those step increases to take first priority when funds for salary increases are next available. In any event, cost of living increases shall not be granted to members of the faculty whose salaries are above scale who were employed within the six months immediately prior to the time the cost of living increase is effective.

- (1) Policy Review. Annually prior to March 1 (or at other times if necessary to respond to funding availability) these guidelines shall be reviewed by a task force appointed by the President and modifications to reflect changed circumstances shall be presented ~~to~~ by that task force to the President within 30 days.
- (2) Salary Review. Annually prior to April 15 (or more frequently if funding availability requires) the salaries of members of the faculty shall be reviewed by the appropriate vice president and recommendations for salary actions presented to the President within 30 days based on the criteria for establishment of the grid and criteria following regarding measurement of experience.

The basic criterion by which the grid shall be established shall be the establishment of a value for experience in work related to Evergreen's goals.

- (1) Acceptable experience includes: degree experience; teaching experience (pre-college, college, and university); and, non-teaching experiences (professional research, employment or practices; administration and management; relevant military, Peace Corps or Vista experience).
- (2) Teaching experience will be credited on a year for year basis but the total teaching (plus degree and non-teaching) experience will ordinarily not exceed the time elapsed since receipt of the Bachelor's degree. Experience prior to the Bachelor's degree will be evaluated on an individual basis.
- (3) Non-teaching experience will be credited according to the relevance of that experience to the faculty member's role at Evergreen.
- (4) If a particular function of a faculty member's experience included a mixture of duties, the predominant activity will determine the experience category.
- (5) Initiating with the BS/BA level, graduate degrees will be counted as experience as follows:
 - (a) MA/MS, one year;
 - (b) All work toward a Ph.D. except the dissertation, two years without a Master's degree and one year with a Master's degree;
 - (c) Ph.D. or equal professional degree, three years without a Master's degree and two years with a Master's degree (if the Ph.D. is completed during the professional staff member's tenure at Evergreen, appropriate experience credit will be added);
 - (d) Additional and other kinds of degrees (such as two Master's degrees in unrelated fields) will be evaluated on an individual basis.

EAC 174-112-610

Members of the Faculty Paid From Other Than
General Funds

These guidelines shall also apply to members of the faculty paid from other than general funds, except that in the case of grant- or contract-funded faculty members the provisions of the grant or contract shall govern.

EAC 174-112-620

Grievance Procedures

Should a member of the faculty believe that his position is incorrectly placed on the grid or that his salary increase or lack thereof resulted from an unfair or incorrect procedure, he may appeal in accordance with the provisions of Evergreen's governance document.

EAC 174-112-639 - - Effective Date-

This plan shall be implemented September 1, 1973.

THE EVERGREEN STATE COLLEGE

EAC 174-112 PERSONNEL RULES

Salary Guidelines For Other Exempt Administrators

EAC 174-112-650 Introduction

- (1) Purpose. The purpose of this plan is to provide a set of guidelines for determining salaries of administrative exempt personnel (other than those counselors and librarians accepted as members of the faculty). These guidelines intend to provide the procedures and rationale for periodic changes in salaries which recognize the value of the position to the institution, interinstitutional comparisons, increases or decreases in the cost of living, and reward for meritorious service.
- (2) Objectives. The objectives of these guidelines include the following:
 - (a) To maintain a rational salary scale for exempt administrative positions based upon the difficulty and responsibility of those positions and the value of those positions to the institution.
 - (b) To maintain, to the degree feasible, equity between compensation at Evergreen and at other institutions with which Evergreen compares itself.
 - (c) To recognize changes in the buying power of the salary dollar.
 - (d) To reward meritorious service by incumbents in the various positions.
 - (e) To attain internal equity to the greatest degree possible.
 - (f) To maintain a competitive position in order to retain and attract competent personnel

EAC 174-112-660 Establishment of the Grid

(1) Criteria

- (a) The basic criteria by which the grid shall be established shall be the establishment of a salary range for each position which recognizes its value to Evergreen, and which is set at or as near as possible to the average for positions with similar duties and responsibilities at other institutions (while recognizing certain unique organizational structures and functions at Evergreen).

- (b) Having thus established a mid-point for each position, to spread the value of the position 15 percent on either side of that mid-point, with two percentage points between each step.
- (2) Grid. Based on the criteria above, the following a grid (see below) is established for administrative exempt positions which now exist or which anticipate creation in the near future.
- (3) Assignment of Positions to Ranges. If the incumbent or any professional library or professional counselor position listed below has been accepted as a member of the faculty, his salary shall be determined according to the salary guidelines for members of the faculty (EAC 174-112-550 through 630).

| <u>Range Number</u> | <u>Position Title</u> |
|---------------------|---|
| 3 | Administrative Secretary to Administrative Vice President |
| 5 | Administrative Secretary to Vice President and Provost |
| 6 | Admissions Counselor |
| 7 | Administrative Assistant to President Administrative Assistant to Vice President and Provost Assistant Director of Admissions Assistant Reference Librarian Cataloging Librarian Cooperative Education Coordinator Financial Aid Counselor Health Services Coordinator |
| 8 | Bookstore Manager Career Counseling Specialist Coordinator of Career Planning and Placement Director of Information Services and Publications (future) Head of Acquisitions Head of Cataloging Head of Circulation Head of Reference Services Security Chief |
| 9 | Affirmative Action Officer Budget Officer Director of General Services Director of Information Services and Publications (incumbent) Director of Recreation and Campus Activities Professional Counselor |

Range NumberPosition Title

| | |
|----|---|
| 10 | Associate Dean of Library Services Coordinator of Counseling Services Coordinator of User Services Director of Admissions Director of Auxiliary Services and Personnel Director of Development Director of Financial Aid Registrar |
| 11 | Assistant to the President Director of Cooperative Education |
| 12 | -- |
| 13 | Business Manager Dean of Student Development Services Director of Computer Services Director of Facilities |
| 14 | Campus Physician |
| 15 | -- |
| 16 | Administrative Vice President Vice President and Provost |
| 17 | -- |
| 18 | President |

(4) Position vs. Incumbent. The value assigned to each position in the grid is independent of the incumbent's function, merit, tenure or salary.

(5) Meaning of the Grid. The grid as such exists solely for administrative convenience. The fact that it establishes 15 steps for each range should never be construed that movement from one step to another is automatic or results from longevity. Conversely, the steps should not be construed as constraining: an exceptionally meritorious employee may receive, say, a seven step increase.

(1) Incumbents in Existing Positions

- (1) Upon the effective date of this plan, salaries of all incumbents below the bottom step of the respective range shall be adjusted, prior to any other action, to the lower edge of the grid.

- (b) Incumbents receiving salaries in excess of the top step of the respective range shall receive no increases, other than cost of living increases as provided in EAC 174-112-680 (2) and (3), below.
- (2) New Appointments to Existing Positions. Persons filling existing administrative exempt positions shall be offered initial salaries at or near the lower edge of the grid for the position to be filled, with exceptions possible for the following reasons: special qualifications (or lack of required qualifications), affirmative action, and special "marketplace value" competitive situations.
- (3) New Positions. When creation of a new administrative exempt position is contemplated, it shall be the responsibility of the appropriate vice president to prepare a position description therefor and to request that the most-recently created salary evaluation task force propose a salary range for that position; the position shall be listed at that range in EAC 174-112-660 (3) upon approval of the President (with whom ultimate authority rests).
- (4) Review of Exceptions. The most-recently constituted salary evaluation task force shall review and make recommendations to the President regarding any cases which are exceptions to these guidelines.
- (5) Administrators Involved in Instruction. An exempt administrator whose job responsibilities include substantial instructional activities shall receive a total salary comprised of one part based on the faculty salary guideline (EAC 174-112-550 ff.) representing the share of his or her time expended on instructional activities, and one part based on the exempt administrator salary guideline (EAC 174-112-650 ff.) representing the share of his or her time expended in administrative activities.
- (6) Where rotation from faculty status to exempt administrative status, or vice versa, occurs or is contemplated, the appropriate vice president will determine the salary guidelines to be utilized at the time of the rotator's appointment or employment.

Basis for Salary Increases

- (1) Performance. The most important determinant of salary increases for exempt administrators shall be performance by the incumbent. Performance shall be recognized through merit increases following the evaluation procedure spoken to later in these guidelines.

- (2) Cost of Living. Cost of living increases shall be calculated as a percentage change in the consumer price index as computed by the Bureau of Labor Statistics for the Seattle standard metropolitan area, from the period of the last salary increase, but in no event to exceed two years. That percentage change shall be reflected in the salary plan by multiplying all salaries within the grid times the percentage change to establish new figures and placements while simultaneously shifting the grid upwards (or downwards in the case of a decrease) by the same percentage.
- (3) Division of Available Funds.
- (a) The Evergreen State College shall distribute faculty and exempt administrator salary increase funds received to faculty salary increases and exempt administrator salary increases in proportion to total faculty salaries and total exempt administrator salaries, respectively.
- (b) Assuming funds made available are insufficient to finance both merit increases and the percentage for cost of living, an allocation of available funds shall be made on the following basis: that amount made available for merit increases shall represent the amount remaining after calculation of the funds necessary for cost of living increases (as defined in EAC 174-112-680 (2), above) or one-half of all funds made available, whichever is the greater. In any event, cost of living increases shall not be granted to administrators above the grid who were employed within the six months immediately prior to the time the cost of living increase is effective. In no case shall merit increases be granted to an incumbent whose salary is at or above the upper level of the grid for his position.
- (4) Enlargement or Contraction of Responsibilities. Modifications may be made with regard to a given position's range in the instance of a temporary or permanent significant enlargement or contraction of responsibilities and functions of the position. Such changes in range may be made by the respective vice president after his calling for and receiving advice from the most-recently constituted salary task-force- evaluation task force.
- (a) If the range is increased by virtue of temporary enlargement of responsibilities and functions, the respective vice president may increase the salary of the incumbent in accordance therewith for the duration of the temporary enlargement, subject to endorsement by the President.

- (b) If the range is increased by virtue of permanent enlargement of responsibilities and functions, the respective vice president may increase the salary of the incumbent in accordance therewith, subject to endorsement by the President and approval by the Board of Trustees.
- (c) If the range is decreased by virtue of temporary or permanent contraction of responsibilities and functions, the incumbent's salary shall not be affected.

Costs of recognition of increased responsibilities and functions of a position shall not be borne by the total salary increase pool, but shall be funded from allocations made to the appropriate budgetary unit or from institutional reserves.

- (5) Appointment to Existing Position in Acting Capacity. When an employee is appointed to a vacant administrative exempt position in an "acting" capacity, the respective vice president may increase (but not decrease) the salary of that employee for the duration of the acting appointment or until the permanent appointee assumes his functions, in accordance with the range of that position, subject to endorsement by the President.

Costs of salary increases recognizing acting appointments shall not be borne by the total salary increase pool, but shall be funded from allocations made to the appropriate budgetary unit or from institutional reserves.

- (1) Salary Evaluation Task Force. To achieve long-term stability in salary range assignments and relationships, Evergreen shall utilize a salary evaluation task force comprised of the Vice President and Provost, the Administrative Vice President, and three other senior exempt administrators selected by the President and vice presidents. Team members shall be trained in the techniques of job evaluation.
- (2) Policy Review. Annually prior to March 1 (or at other times if necessary to respond to funding availability) these guidelines shall be reviewed by a task-force-appointed-by the President and the salary evaluation task force, which team shall present recommendations for modifications to reflect changed circumstances shall be presented-by the task-force- to the President within 30 days.

EAC 174-112-690 (Continued)

- (3) Salary Review. Annually prior to April 15 (or more frequently if funding availability requires) the salaries of the various incumbents shall be reviewed by the respective vice president and recommendations for salary actions presented to the President within 30 days based on the criteria established in EAC 174-112-700 of these guidelines.

EAC 174-112-700 Criteria For Recognition of Merit

Recommendations for merit increases of individual incumbents shall be based upon written performance evaluations by peers, other staff, faculty, students, the respective vice president, and (if not the vice president) the immediate supervisor. The following guideline criteria are proposed to the extent that each is applicable to the respective position:

- (1) Contribution to Evergreen's goals:
 - (a) Internal.
 - (b) External.
- (2) Completion of formal assignments:
 - (a) Qualitative adequacy, effectiveness and efficiency.
 - (b) Quantitative adequacy, effectiveness and efficiency.
- (3) Success of interpersonal relations:
 - (a) External (public, students, faculty, staff).
 - (b) Internal (co-worker).
- (4) Demonstration of management skills and administrative leadership.
- (5) Success in promoting cooperation and coordination.
- (6) Growth and improvement.

EAC 174-112-710 Procedures for Recommending Merit Increases

Funds made available for recognition of merit for exempt administrators shall be divided into three parts, prorata, according to the total salaries of the exempt administrators in each of three categories: the President, his immediate assistants, and vice presidents; those exempt administrators responsible to the Vice President and Provost; and those exempt administrators responsible to the Administrative Vice President.

The respective vice president shall decide, after review of evaluations and after consultation with appropriate deans and directors and the subject exempt administrator, and upon consultation with the President, how the merit of such administrator is to be rewarded, subject to concurrence by the President and subject always to approval by the Board of Trustees.

The respective vice president shall provide to the subject exempt administrator, in writing, an evaluation of performance and notification of the amount of merit increase to be proposed to the Board of Trustees at least two weeks in advance of the meeting at which the President anticipates Board action.

EAC 174-112-720

Exempt Administrators Paid From Other Than General Funds

These guidelines shall also apply to assignment of ranges and recognition of merit for those exempt Evergreen administrators paid from other than general funds.

A grant- or contract-funded exempt administrator located at Evergreen will not be listed in EAC 174-112-660 (3), but these guidelines will be followed in establishing salaries for the positions and incumbents to the extent permitted by the grant or contract.

EAC 174-112-730

Grievance Procedures

Should an exempt administrator believe that his position is incorrectly placed on the grid or that his salary increase or lack thereof resulted from an unfair or incorrect procedure, he may appeal in accordance with the provisions of Evergreen's governance document.

EAC-174-112-740- - -Effective-Date -

This plan shall be implemented July 1, 1973.-

EXEMPT SAL. GRID

(Revised 3-1-75)

| Steps | A | B | C | D | E | F | G | H | I | J | K | L | M | N | O |
|-------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 1 | \$ 655 | \$ 670 | \$ 690 | \$ 705 | \$ 720 | \$ 735 | \$ 750 | \$ 765 | \$ 780 | \$ 795 | \$ 810 | \$ 825 | \$ 840 | \$ 850 | \$ 870 |
| 2 | 720 | 735 | 750 | 770 | 785 | 800 | 815 | 830 | 845 | 860 | 875 | 890 | 905 | 920 | 940 |
| 3 | 720 | 795 | 815 | 830 | 855 | 870 | 885 | 905 | 920 | 940 | 955 | 975 | 995 | 1,010 | 1,030 |
| 4 | 835 | 885 | 900 | 920 | 945 | 960 | 980 | 995 | 1,015 | 1,040 | 1,060 | 1,085 | 1,095 | 1,115 | 1,135 |
| 5 | 915 | 940 | 960 | 980 | 1,000 | 1,020 | 1,045 | 1,065 | 1,085 | 1,105 | 1,125 | 1,150 | 1,170 | 1,190 | 1,215 |
| 6 | 935 | 1,015 | 1,045 | 1,065 | 1,085 | 1,115 | 1,135 | 1,155 | 1,180 | 1,205 | 1,225 | 1,245 | 1,270 | 1,295 | 1,315 |
| 7 | 1,060 | 1,105 | 1,135 | 1,160 | 1,180 | 1,210 | 1,235 | 1,255 | 1,280 | 1,310 | 1,330 | 1,355 | 1,385 | 1,410 | 1,430 |
| 8 | 1,175 | 1,205 | 1,230 | 1,255 | 1,280 | 1,310 | 1,335 | 1,360 | 1,395 | 1,420 | 1,445 | 1,475 | 1,500 | 1,525 | 1,550 |
| 9 | 1,280 | 1,310 | 1,340 | 1,370 | 1,400 | 1,430 | 1,455 | 1,480 | 1,515 | 1,545 | 1,575 | 1,605 | 1,635 | 1,665 | 1,695 |
| 10 | 1,400 | 1,435 | 1,470 | 1,500 | 1,530 | 1,565 | 1,595 | 1,625 | 1,660 | 1,690 | 1,720 | 1,755 | 1,785 | 1,825 | 1,855 |
| 11 | 1,530 | 1,565 | 1,600 | 1,635 | 1,665 | 1,705 | 1,745 | 1,775 | 1,810 | 1,850 | 1,880 | 1,920 | 1,955 | 1,985 | 2,025 |
| 12 | 1,675 | 1,715 | 1,750 | 1,780 | 1,830 | 1,855 | 1,900 | 1,950 | 1,990 | 2,020 | 2,055 | 2,100 | 2,135 | 2,175 | 2,210 |
| 13 | 1,800 | 1,870 | 1,915 | 1,955 | 2,000 | 2,040 | 2,080 | 2,125 | 2,165 | 2,210 | 2,250 | 2,295 | 2,335 | 2,380 | 2,420 |
| 14 | 2,005 | 2,050 | 2,100 | 2,145 | 2,190 | 2,235 | 2,285 | 2,325 | 2,375 | 2,420 | 2,455 | 2,510 | 2,560 | 2,605 | 2,650 |
| 15 | 2,200 | 2,250 | 2,300 | 2,355 | 2,400 | 2,455 | 2,500 | 2,555 | 2,600 | 2,655 | 2,700 | 2,755 | 2,805 | 2,855 | 2,910 |
| 16 | 2,410 | 2,465 | 2,520 | 2,575 | 2,630 | 2,685 | 2,745 | 2,800 | 2,855 | 2,910 | 2,970 | 3,020 | 3,080 | 3,130 | 3,185 |
| 17 | 2,630 | 2,680 | 2,740 | 2,795 | 2,850 | 2,905 | 2,960 | 3,015 | 3,070 | 3,120 | 3,180 | 3,240 | 3,300 | 3,355 | 3,410 |
| 18 | 2,850 | 2,900 | 2,960 | 3,015 | 3,070 | 3,125 | 3,180 | 3,235 | 3,290 | 3,340 | 3,400 | 3,460 | 3,520 | 3,580 | 3,640 |
| 19 | 3,070 | 3,120 | 3,180 | 3,235 | 3,290 | 3,345 | 3,400 | 3,455 | 3,510 | 3,565 | 3,620 | 3,680 | 3,740 | 3,800 | 3,860 |
| 20 | 3,300 | 3,350 | 3,410 | 3,465 | 3,520 | 3,575 | 3,630 | 3,685 | 3,740 | 3,795 | 3,850 | 3,910 | 3,970 | 4,030 | 4,090 |
| 21 | 3,530 | 3,580 | 3,640 | 3,695 | 3,750 | 3,805 | 3,860 | 3,915 | 3,970 | 4,025 | 4,080 | 4,140 | 4,200 | 4,260 | 4,320 |
| 22 | 3,760 | 3,810 | 3,870 | 3,925 | 3,980 | 4,035 | 4,090 | 4,145 | 4,200 | 4,255 | 4,310 | 4,370 | 4,430 | 4,490 | 4,550 |
| 23 | 4,000 | 4,050 | 4,110 | 4,165 | 4,220 | 4,275 | 4,330 | 4,385 | 4,440 | 4,495 | 4,550 | 4,610 | 4,670 | 4,730 | 4,790 |
| 24 | 4,240 | 4,290 | 4,350 | 4,405 | 4,460 | 4,515 | 4,570 | 4,625 | 4,680 | 4,735 | 4,790 | 4,850 | 4,910 | 4,970 | 5,030 |
| 25 | 4,480 | 4,530 | 4,590 | 4,645 | 4,700 | 4,755 | 4,810 | 4,865 | 4,920 | 4,975 | 5,030 | 5,090 | 5,150 | 5,210 | 5,270 |
| 26 | 4,720 | 4,770 | 4,830 | 4,885 | 4,940 | 4,995 | 5,050 | 5,105 | 5,160 | 5,215 | 5,270 | 5,330 | 5,390 | 5,450 | 5,510 |
| 27 | 4,960 | 5,010 | 5,070 | 5,125 | 5,180 | 5,235 | 5,290 | 5,345 | 5,400 | 5,455 | 5,510 | 5,570 | 5,630 | 5,690 | 5,750 |
| 28 | 5,200 | 5,250 | 5,310 | 5,365 | 5,420 | 5,475 | 5,530 | 5,585 | 5,640 | 5,695 | 5,750 | 5,810 | 5,870 | 5,930 | 5,990 |
| 29 | 5,440 | 5,490 | 5,550 | 5,605 | 5,660 | 5,715 | 5,770 | 5,825 | 5,880 | 5,935 | 5,990 | 6,050 | 6,110 | 6,170 | 6,230 |
| 30 | 5,680 | 5,730 | 5,790 | 5,845 | 5,900 | 5,955 | 6,010 | 6,065 | 6,120 | 6,175 | 6,230 | 6,290 | 6,350 | 6,410 | 6,470 |
| 31 | 5,920 | 5,970 | 6,030 | 6,085 | 6,140 | 6,195 | 6,250 | 6,305 | 6,360 | 6,415 | 6,470 | 6,530 | 6,590 | 6,650 | 6,710 |
| 32 | 6,160 | 6,210 | 6,270 | 6,325 | 6,380 | 6,435 | 6,490 | 6,545 | 6,600 | 6,655 | 6,710 | 6,770 | 6,830 | 6,890 | 6,950 |
| 33 | 6,400 | 6,450 | 6,510 | 6,565 | 6,620 | 6,675 | 6,730 | 6,785 | 6,840 | 6,895 | 6,950 | 7,010 | 7,070 | 7,130 | 7,190 |
| 34 | 6,640 | 6,690 | 6,750 | 6,805 | 6,860 | 6,915 | 6,970 | 7,025 | 7,080 | 7,135 | 7,190 | 7,250 | 7,310 | 7,370 | 7,430 |
| 35 | 6,880 | 6,930 | 6,990 | 7,045 | 7,100 | 7,155 | 7,210 | 7,265 | 7,320 | 7,375 | 7,430 | 7,490 | 7,550 | 7,610 | 7,670 |
| 36 | 7,120 | 7,170 | 7,230 | 7,285 | 7,340 | 7,395 | 7,450 | 7,505 | 7,560 | 7,615 | 7,670 | 7,730 | 7,790 | 7,850 | 7,910 |
| 37 | 7,360 | 7,410 | 7,470 | 7,525 | 7,580 | 7,635 | 7,690 | 7,745 | 7,800 | 7,855 | 7,910 | 7,970 | 8,030 | 8,090 | 8,150 |
| 38 | 7,600 | 7,650 | 7,710 | 7,765 | 7,820 | 7,875 | 7,930 | 7,985 | 8,040 | 8,095 | 8,150 | 8,210 | 8,270 | 8,330 | 8,390 |
| 39 | 7,840 | 7,890 | 7,950 | 8,005 | 8,060 | 8,115 | 8,170 | 8,225 | 8,280 | 8,335 | 8,390 | 8,450 | 8,510 | 8,570 | 8,630 |
| 40 | 8,080 | 8,130 | 8,190 | 8,245 | 8,300 | 8,355 | 8,410 | 8,465 | 8,520 | 8,575 | 8,630 | 8,690 | 8,750 | 8,810 | 8,870 |
| 41 | 8,320 | 8,370 | 8,430 | 8,485 | 8,540 | 8,595 | 8,650 | 8,705 | 8,760 | 8,815 | 8,870 | 8,930 | 8,990 | 9,050 | 9,110 |
| 42 | 8,560 | 8,610 | 8,670 | 8,725 | 8,780 | 8,835 | 8,890 | 8,945 | 9,000 | 9,055 | 9,110 | 9,170 | 9,230 | 9,290 | 9,350 |
| 43 | 8,800 | 8,850 | 8,910 | 8,965 | 9,020 | 9,075 | 9,130 | 9,185 | 9,240 | 9,295 | 9,350 | 9,410 | 9,470 | 9,530 | 9,590 |
| 44 | 9,040 | 9,090 | 9,150 | 9,205 | 9,260 | 9,315 | 9,370 | 9,425 | 9,480 | 9,535 | 9,590 | 9,650 | 9,710 | 9,770 | 9,830 |
| 45 | 9,280 | 9,330 | 9,390 | 9,445 | 9,500 | 9,555 | 9,610 | 9,665 | 9,720 | 9,775 | 9,830 | 9,890 | 9,950 | 10,010 | 10,070 |
| 46 | 9,520 | 9,570 | 9,630 | 9,685 | 9,740 | 9,795 | 9,850 | 9,905 | 9,960 | 10,015 | 10,070 | 10,130 | 10,190 | 10,250 | 10,310 |
| 47 | 9,760 | 9,810 | 9,870 | 9,925 | 9,980 | 10,035 | 10,090 | 10,145 | 10,200 | 10,255 | 10,310 | 10,370 | 10,430 | 10,490 | 10,550 |
| 48 | 10,000 | 10,050 | 10,110 | 10,165 | 10,220 | 10,275 | 10,330 | 10,385 | 10,440 | 10,495 | 10,550 | 10,610 | 10,670 | 10,730 | 10,790 |
| 49 | 10,240 | 10,290 | 10,350 | 10,405 | 10,460 | 10,515 | 10,570 | 10,625 | 10,680 | 10,735 | 10,790 | 10,850 | 10,910 | 10,970 | 11,030 |
| 50 | 10,480 | 10,530 | 10,590 | 10,645 | 10,700 | 10,755 | 10,810 | 10,865 | 10,920 | 10,975 | 11,030 | 11,090 | 11,150 | 11,210 | 11,270 |
| 51 | 10,720 | 10,770 | 10,830 | 10,885 | 10,940 | 10,995 | 11,050 | 11,105 | 11,160 | 11,215 | 11,270 | 11,330 | 11,390 | 11,450 | 11,510 |
| 52 | 10,960 | 11,010 | 11,070 | 11,125 | 11,180 | 11,235 | 11,290 | 11,345 | 11,400 | 11,455 | 11,510 | 11,570 | 11,630 | 11,690 | 11,750 |
| 53 | 11,200 | 11,250 | 11,310 | 11,365 | 11,420 | 11,475 | 11,530 | 11,585 | 11,640 | 11,695 | 11,750 | 11,810 | 11,870 | 11,930 | 11,990 |
| 54 | 11,440 | 11,490 | 11,550 | 11,605 | 11,660 | 11,715 | 11,770 | 11,825 | 11,880 | 11,935 | 11,990 | 12,050 | 12,110 | 12,170 | 12,230 |
| 55 | 11,680 | 11,730 | 11,790 | 11,845 | 11,900 | 11,955 | 12,010 | 12,065 | 12,120 | 12,175 | 12,230 | 12,290 | 12,350 | 12,410 | 12,470 |
| 56 | 11,920 | 11,970 | 12,030 | 12,085 | 12,140 | 12,195 | 12,250 | 12,305 | 12,360 | 12,415 | 12,470 | 12,530 | 12,590 | 12,650 | 12,710 |
| 57 | 12,160 | 12,210 | 12,270 | 12,325 | 12,380 | 12,435 | 12,490 | 12,545 | 12,600 | 12,655 | 12,710 | 12,770 | 12,830 | 12,890 | 12,950 |
| 58 | 12,400 | 12,450 | 12,510 | 12,565 | 12,620 | 12,675 | 12,730 | 12,785 | 12,840 | 12,895 | 12,950 | 13,010 | 13,070 | 13,130 | 13,190 |
| 59 | 12,640 | 12,690 | 12,750 | 12,805 | 12,860 | 12,915 | 12,970 | 13,025 | 13,080 | 13,135 | 13,190 | 13,250 | 13,310 | 13,370 | 13,430 |
| 60 | 12,880 | 12,930 | 12,990 | 13,045 | 13,100 | 13,155 | 13,210 | 13,265 | 13,320 | 13,375 | 13,430 | 13,490 | 13,550 | 13,610 | 13,670 |
| 61 | 13,120 | 13,170 | 13,230 | 13,285 | 13,340 | 13,395 | 13,450 | 13,505 | 13,560 | 13,615 | 13,670 | 13,730 | 13,790 | 13,850 | 13,910 |
| 62 | 13,360 | 13,410 | 13,470 | 13,525 | 13,580 | 13,635 | 13,690 | 13,745 | 13,800 | 13,855 | 13,910 | 13,970 | 14,030 | 14,090 | 14,150 |
| 63 | 13,600 | 13,650 | 13,710 | 13,765 | 13,820 | 13,875 | 13,930 | 13,985 | 14,040 | 14,095 | 14,150 | 14,210 | 14,270 | 14,330 | 14,390 |
| 64 | 13,840 | 13,890 | 13,950 | 14,005 | 14,060 | 14,115 | 14,170 | 14,225 | 14,280 | 14,335 | 14,390 | 14,450 | 14,510 | 14,570 | 14,630 |
| 65 | 14,080 | 14,130 | 14,190 | 14,245 | 14,300 | 14,355 | 14,410 | 14,465 | 14,520 | 14,575 | 14,630 | 14,690 | 14,750 | 14,810 | 14,870 |
| 66 | 14,320 | 14,370 | 14,430 | 14,485 | 14,540 | 14,595 | 14,650 | 14,705 | 14,760 | 14,815 | 14,870 | 14,930 | 14,990 | 15,050 | 15,110 |
| 67 | 14,560 | 14,610 | 14,670 | 14,725 | 14,780 | 14,835 | 14,890 | 14,945 | 15,000 | 15,055 | 15,110 | 15,170 | 15,230 | 15,290 | 15,350 |
| 68 | 14,800 | 14,850 | 14,910 | 14,965 | 15,020 | 15,075 | 15,130 | 15,185 | 15,240 | 15,295 | 15,350 | 15,410 | 15,470 | 15,530 | 15,590 |
| 69 | 15,040 | 15,090 | 15,150 | 15,205 | 15,260 | 15,315 | 15,370 | 15,425 | 15,480 | 15,535 | 15,590 | 15,650 | 15,710 | 15,770 | 15,830 |
| 70 | 15,280 | 15,330 | 15,390 | 15,445 | 15,500 | 15,555 | 15,610 | 15,665 | 15,720 | 15,775 | 15,830 | 15,890 | 15,950 | 16,010 | 16,070 |
| 71 | 15,520 | 15,570 | 15,630 | 15,685 | 15,740 | 15,795 | 15,850 | 15,905 | 15,960 | 16,015 | 16,070 | 16,130 | 16,190 | 16,250 | 16,310 |
| 72 | 15,760 | 15,810 | 15,870 | 15,925 | 15,980 | 16,035 | 16,090 | 16,145 | 16,200 | 16,255 | 16,310 | 16,370 | 16,430 | 16,490 | 16,550 |
| 73 | 16,000 | 16,050 | 16,110 | 16,165 | 16,220 | 16,275 | 16,330 | 16,385 | 16,440 | 16,495 | 16,550 | 16,610 | 16,670 | | |

| | |
|----|---|
| 11 | Director of Cooperative Education Director of Counseling Assistant to the President |
| 12 | Director of Development |
| 13 | Dean of Student Services Dean of Library Services Business Manager Director of Computer Services Director of Facilities |
| 14 | Physician |
| 15 | --- |
| 16 | Administrative Vice President Vice President and Provost |
| 17 | --- |
| 18 | President |

- (4) Position vs. Incumbent. The value assigned to each position in the grid is independent of the incumbent's function, merit, tenure or salary.
- (5) Meaning of the Grid. The grid as such exists solely for administrative convenience. The fact that it establishes 15 steps for each range should never be construed that movement from one step to another is automatic or results from longevity. Conversely, the steps should not be construed as constraining: an exceptionally meritorious employee may receive, say, a seven step increase.

EAC 174-112-670 Initial Placement

(1) Incumbents in Existing Positions

- (a) Upon the effective date of this plan, salaries of all incumbents below the bottom step of the respective range shall be adjusted, prior to any other action, to the lower edge of the grid.
- (b) Incumbents receiving salaries in excess of the top step of the respective range shall receive no increases, other than cost of living increases as provided in EAC 174-112-680 (2) and (3), below.

- (2) New appointments to Existing Positions. Persons filling existing administrative exempt positions shall be offered initial salaries at or near the lower edge of the grid for the position to be filled, with exceptions possible for the following reasons: special qualifications (or lack of required qualifications), affirmative action, and special "marketplace value" competitive situations.

cent on either side of that mid-point, with two percentage points between each step.

- (2) Grid. Based on the criteria above, the following grid is established for administrative exempt positions which now exist or which anticipate creation in the near future (Exhibit I).
- (3) Assignment of Positions to Ranges. If the incumbent of any professional library or professional counselor position listed below has been accepted as a member of the faculty, his salary shall be determined according to the salary guidelines for members of the faculty (EAC 174-112-550 through 630).

| <u>Range Number</u> | <u>Position Title</u> |
|---------------------|---|
| 1 | Cooperative Education Counselor |
| 2 | Administrative Secretary to Vice President |
| 3 | -- |
| 4 | Admissions Counselor |
| 5 | Administrative Secretary to President Administrative Assistant to President |
| 6 | Health Services Coordinator Cooperative Education Coordinator Financial Aid Coordinator Placement Counselor |
| 7 | -- |
| 8 | Security Chief Bookstore Manager Professional Counselor Head of Reference Services Head of Acquisitions Head of Circulation Head of Cataloging Housing Officer |
| 9 | Purchasing Manager Director of Public Information |
| 10 | Director of Recreation and Campus Activities Director of Personnel Director of Auxiliary Services Director of Financial Aid and Placement Associate Dean of Library Services Affirmative Action Officer Chief of User Services Registrar Director of Admissions |