

MINUTES OF
Budget and
Control Board
Meeting

October 9, 1978
(#1)

MINUTES OF BUDGET AND CONTROL BOARD MEETING

OCTOBER 9, 1978

POLL

On this date, Executive Director William T. Putnam and Deputy Executive Director William A. McInnis completed a poll begun on October 6, 1978 of the following Budget and Control Board members on the items of business described below:

Governor James B. Edwards (through Administrative Assistant Pettiss)
Mr. Grady L. Patterson, Jr.
Mr. Earle E. Morris, Jr. (through Secretary Abston)
Senator Rembert C. Dennis
Representative Tom G. Mangum

STATE PERSONNEL DIVISION - HAY ASSOCIATES RE-STUDY OF CERTAIN

POSITIONS - In response to prior authorization by the Board, Hay Associates re-studied a total of eight positions which had been included in the recently-completed study of selected administrative positions in the several institutions of higher learning (two at Clemson; three at the College of Charleston; two at Francis Marion; and one at Winthrop). In addition, three newly-created positions were studied (two at the College of Charleston and one at Lander). Of the eight positions re-studied, point assignments of six positions were increased and two were not revised.

The personnel sub-committee of the Board had reviewed these results and concurred in them and this matter was on the agenda for the October 4, 1978 meeting but, because of time limitations, was not considered.

The Board members polled approved the Hay Associates point assignments to the eleven positions studied with the understanding that the resulting salaries would be within the limitations prescribed by the Board.

Information relating to this matter has been retained in these files and is identified as Exhibit I.

COMMISSION ON HIGHER EDUCATION - SALARIES OF ASSISTANT DIRECTORS -

In response to a request by CHE Executive Director Howard R. Boozer, the Budget and Control Board authorized salary increases for 1978-79 for the four CHE assistant directors provided such increases are within the 16% limitation and within the ranges previously approved by the Board for these positions. The approval granted will permit increases of just under 11% for each of the four assistant directors (from \$35,387 to \$39,162, effective as of the beginning of the current fiscal year). This approval is based on a clear understanding by Dr. Boozer that no further salary increase would be granted in January of 1979 for these four positions since the four percent general increase to be effective at that time is considered to be included in the approved salary level.

Information relating to this matter has been retained in these files and is identified as Exhibit II.

EXHIBIT I
10/9/78 #1

STATE BUDGET AND CONTROL BOARD

MEETING OF October 4, 1978

AGENDA ITEM NUMBER 6

Agency: State Personnel Division

Subject: Some of the point assignments made by Hay Associates and previously approved by the Budget and Control Board in the study of high level administrative positions in the institutions of higher learning were appealed by the institutions. Hay Associates have reviewed the positions and have made further recommendations.

Board Action Requested: Approval by the Budget and Control Board of Hay point assignments on the positions that were restudied.

Staff Comment:

Attachments:

See Attached

HAY ASSOCIATES

Management Consultants

1845 WALNUT STREET, PHILADELPHIA, PENNSYLVANIA 19103 • (215) 561-7000

September 12, 1978

RECEIVED
SEP 14 1978
S. C. STATE
PERSONNEL DIVISION

Dr. Jack S. Mullins, Director
State of South Carolina
Personnel Division
Budget and Control Board
1205 Pendleton Street
Columbia, South Carolina 29201

Dear Dr. Mullins:

We have now completed our reexamination of several positions included in our recent study of selected administrative positions in the state of South Carolina. We have also developed recommended total "Hay point" levels for three newly created positions.

This process involved my visiting the College of Charleston, Francis Marion College, Winthrop College, and Clemson University. In addition, I held numerous telephone conversations with various officers of the colleges affected. Furthermore, all recommended changes have been discussed within Hay by several of the consultants involved in the initial project.

Listed below are positions for which we collected new data, either through interviews and/or written documentation, and our recommended action.

<u>Institution and Title</u>	<u>Original Total Points</u>	<u>Revised Recommended Total Points</u>
<u>Clemson University</u>		
Dir. of Regulatory Affairs	954	1136
V.P. Executive Affairs, Counsel, & Secretary to the Board	1708	no change
<u>College of Charleston</u>		
V.P. for Administration	new position	920
V.P. for Inst. Advancement	new position	994

HAY ASSOCIATES

Dr. Jack S. Mullins

-2-

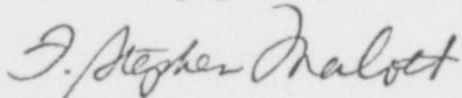
September 12, 1978

<u>Institution and Title</u>	<u>Original Total Points</u>	<u>Revised Recommended Total Points</u>
<u>College of Charleston (cont.)</u>		
Dir. of Human Relations	631	no change
Assoc. Dean, Career Dev. (Lesesne)	464	496
Assoc. Dean, Career Dev. (Cox)	393	496
<u>Francis Marion College</u>		
Asst. Dean of Students (Davidson)	382	496
Dir. of Development	496	611
<u>Lander College</u>		
Asst. V.P. Academic Affairs	new position	700
<u>Winthrop College</u>		
Dir. of Placement & Career Planning	393	588

Several institutional presidents voiced concerns over the issue of classified versus un-classified status. However, I have no basis on which to alter our original findings in this matter. I would urge the Board to directly consider those matters, since issues such as the significance of part-time teaching for classification decisions are matters of policy.

If I can provide any further information, please do not hesitate to call.

Sincerely yours,



F. Stephen Malott
Academic Affairs Specialist

FSM:ecm

cc: Institutional Presidents affected
Paul Walker
Walter Scott

HAY ASSOCIATES

APPEALS OF HAY POINT ASSIGNMENT

<u>COLLEGE/ UNIVERSITY</u>	<u>EMPLOYEE POSITION</u>	<u>HAY'S ORIGINAL POINTS AND SALARY RANGE</u>	<u>HAY'S REVISED POINTS AND SALARY RANGE</u>	<u>CURRENT SALARY</u>
Francis Marion	W. P. Tallon, Dir of Devlp.	496 \$14,820 - \$19,265	611 \$17,462 - \$22,700	\$21,739
	T. C. Davidson, Asst Dean of Students	382 \$12,200 - \$15,860	496 \$14,820 - \$19,265	\$17,493
College of Charleston	New Position VP for Admin.	-0-	920 \$24,561 - \$31,930	-0-
	New Position VP for Inst. Advc.	920 \$24,561 - \$31,930	994 \$26,261 - \$34,140	-0-
	L. S. Whipper Dir of Human Rel.	631 \$17,920 - \$23,296	631 No Change	\$22,500
	Lesesne Assoc. Dean, Career Devlp.	464 \$14,084 - \$18,309	496 \$14,820 - \$19,265	\$18,200
	B. V. Cox Assoc. Dean, Career Devlp.	393 \$12,453 - \$16,189	496 \$14,820 - \$19,265	\$18,500
Clemson	L. H. Senn Dir, Regulatory Affairs	954 \$25,341 - \$32,943	1136 \$28,622 - \$37,209	\$32,839
	J. B. McDevitt VP Exec. Affairs	1708 \$33,622 - \$43,709	1708 No Change	\$36,874

<u>COLLEGE/ UNIVERSITY</u>	<u>EMPLOYEE POSITION</u>	<u>HAY' ORIGINAL POINTS AND SALARY RANGE</u>	<u>HAY'S REVISED POINTS AND SALARY RANGE</u>	<u>CURRENT SALARY</u>
Winthrop	J. R. Smith Dir of Placement	393 \$12,453 - \$16,189	588 \$16,933 - \$22,013	\$16,000
Lander	New Position Asst VP for Academic Affairs	631 \$17,921 - \$23,297	700 \$19,506 - \$25,358	-0-



SEP 22 1978
EXHIBIT II
10/9/78 #1

SOUTH CAROLINA COMMISSION ON HIGHER EDUCATION
RUTLEDGE BUILDING
1429 SENATE STREET
COLUMBIA, S. C. 29201

HOWARD R. BOOZER
EXECUTIVE DIRECTOR

September 19, 1978

TELEPHONE
803 / 758-2407

Mr. William T. Putnam, Executive Director
State Budget and Control Board
205 Wade Hampton Building
Columbia, South Carolina 29201

Dear Bill:

On August 9 Jack Mullins advised me by letter that my salary recommendations for the four assistant directors of the Commission on Higher Education were not submitted to the Budget and Control Board on August 1 at the request of the Governor because of the reconstitution of the Commission. He stated further that "it was believed that the salary recommendations should be considered" by the new Commission.

The new Commission was appointed on July 26 and held its first meeting on August 17. Because members are still becoming oriented to their responsibilities, it has seemed to me to be premature at this juncture to expect them to deal with the questions related to salary increases for the assistant directors. I mentioned this to Governor Edwards on the telephone on August 16 and he asked that I call it to your attention for discussion with him. I did so on August 17. As I had heard nothing further on the matter, I discussed it with you when you and I met on August 25.

In my July 25 letter to you I proposed 1978-79 unclassified salary increases for the four assistant directors equal to the amounts included in the 1978-79 Appropriation Act for that purpose -- 4% general and 5% merit on July 1, and 4% general on January 1, 1979, a total of 13% (effectively 11% for the 1978-79 fiscal year). A 13% increase would increase their salaries on January 1 to \$39,987. The maximum in the range approved by the B&CB on July 18 is \$39,162. I assume that the reason my recommendations were not submitted to the Board on August 1 was because the maximum I listed exceeded the B&CB approved maximum by \$825 per annum. The salary range approved by the B&CB on July 18 for these positions was \$30,125 - \$39,162.

In order to avoid further delay in salary adjustments for these key employees, I hereby recommend to the Budget and Control Board approval of the following 4% general increases and 5% merit increases (as provided for in the 1978-79 General Appropriation Act) for the assistant directors, effective July 1, 1978. (The maximums shown are within the range approved by the B&CB.)

Joe Mack -

Boozer - no jan 1 issue

take to max of range now
39.8 10.66%

Boozer understands
no further increase
in Jan

4% base pay then
considered included in
10.66% granted

and between the said parties, that
ade in the payment of the interest
, or of the insurance premiums, or
assessments hereinabove mentioned,
rally first become payable, or in
s of this Mortgage, or in the Loan
etween the parties above referred
e amount of the debt secured, or
ereby, shall forthwith become due,
aid Mortgagee, its successors or
eriod for the payment of the said
ired.

hat if the holder of the Note se-
ed to pay any taxes upon the debt

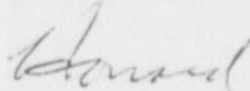
Mr. William T. Putnam
Page 2
September 19, 1978

	<u>Actual</u> <u>1977-78</u>	<u>9%</u> <u>Increase (4 + 5%)</u>
Dr. George P. Fulton Assistant Director for Health Affairs	\$35,387	\$38,572
Mr. William C. Jennings Assistant Director for Financial Affairs	35,387	38,572
Dr. Frank E. Kinard Assistant Director for Programs and Research	35,387	38,572
Mr. James R. Michael Assistant Director for Facilities and Planning	35,387	38,572

My fundamental disagreement with the point values assigned to these positions by Hay Associates prompted my July 25 recommendations to you. As I indicated in that letter, I completely disagree with the scores so assigned. I expect to pursue this matter further after the new Commission has been in existence for a few more months.

I understand that the Budget and Control Board is considering appeals concerning the Hay study and will make decisions soon. In this regard, I am enclosing correspondence with Dr. Paul Walker of Hay Associates (my letter of June 23 and his reply of July 13).

Sincerely,



Howard R. Boozer

HRB:gs

Enclosures

cc: The Honorable James B. Edwards
Mr. Arthur M. Swanson
Dr. Jack S. Mullins

HAY ASSOCIATES

Management Consultants

57 EXECUTIVE PARK SOUTH, N. E., ATLANTA, GA. 30329 • (404) 321-4996

July 13, 1978

Mr. Howard R. Boozer
Executive Director
South Carolina Commission on Higher Education
Rutledge Building
1429 Senate Street
Columbia, SC 29201

Dear Mr. Boozer:

Thank you for your comments on the point scores assigned to the positions of Assistant Directors of the Commission on Higher Education. You are correct in stating that degree of impact on university and college resources is an important factor in assigning job content points. You were also correct in testing relationships by comparing job content points assigned to the Assistant Directors to job content points assigned to positions within the universities and colleges.

When Hay Associates assigned point values to a position, every effort was made to review all aspects of the position and to ensure that the point assignment was appropriate when compared to points of comparable positions. As you are aware, some judgment is involved in this process. We seek to confirm these judgments by soliciting feedback on the results, such as that which you have provided us.

We have recommended that the Budget and Control Board establish a process to formally review such feedback and adjust the point values as appropriate. It is our understanding that such a process is being established. I am forwarding a copy of your letter on these positions, as well as a copy of this letter, to Dr. Jack Mullins and recommending that your comments be considered before implementation of the study.

Sincerely,

Paul Walker

Paul M. Walker, Ph.D.
Principal

kf

Enc.

cc: Dr. Jack S. Mullins
F. Stephen Malott



SOUTH CAROLINA COMMISSION ON HIGHER EDUCATION

RUTLEDGE BUILDING

1429 SENATE STREET

COLUMBIA, S. C. 29201

HOWARD R. BOOZER
EXECUTIVE DIRECTOR

June 23, 1978

TELEPHONE
803/758-2407

Dr. Paul M. Walker, Principal
Hay Associates
57 Executive Park South, N.E.
Suite 395
Atlanta, Georgia 30329

Dear Dr. Walker:

Bill Jennings has briefed me on the June 14 meeting and gave me copies of the materials you distributed. I am writing formally to set forth the comments I made in our telephone conversation on June 6 with reference to the assistant directors of the Commission on Higher Education.

As I understand it, the point scores assigned are supposed to be indicative of job content. In seeking an explanation for the low point scores of the CHE assistant directors, it appears that undue weight must have been given to number of people supervised and size of the operating budget. These criteria are inappropriate for coordinative positions. Judging the CHE assistant directors on the basis of impact on State financial resources, level of individuals in State government with whom they work, and high degree of difficulty of coordinative work would, I believe, lead to a much different point score in relation to personnel in the colleges, universities, and SBTCE.

New legislation restructuring the South Carolina Commission on Higher Education and redefining its duties and responsibilities, purportedly to "strengthen" it, became law on March 6, 1978. Grading the positions of the CHE assistant directors below the vice presidents of all of the public senior colleges and universities save Lander and Francis Marion, and also below the two associate directors of SBTCE, gives a hollow ring to the claim that the executive and legislative leadership of the State has strengthened the Commission on Higher Education. States with higher education coordinating boards or commissions that have come to grips with the compensation of key staff more realistically include Colorado, Connecticut, Indiana, New Jersey, Ohio, Oklahoma, and Washington.

Insufficient weight has been given to the CHE assistant director positions at 1308 points when compared to a number of positions in the institutions. For example, I believe the assistant director positions to be at least equivalent to those in the 1628-1683 range at USC and Clemson and of greater weight than counterparts in the colleges and SBTCE.

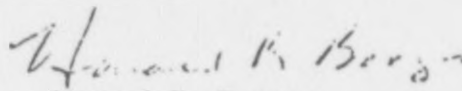
Dr. Paul M. Walker
Page 2
June 23, 1978

I should also point out that the incumbents were employed with the understanding that they would be paid at the level of university vice presidents. This understanding came from the Commission chairman who, in turn, obtained it from the Governor. Underscoring this point, in 1968 the Financial Vice President of Clemson was offered the position of Assistant Director for Finance on the Commission's staff.

I am convinced, from what I know of the various positions and incumbents in the institutions, that the CHE assistant directors should be weighted at least in the 1600 range (e.g., 1628 points). South Carolina will not acquire future senior staff of the stature and competence required if the positions are downgraded vis-a-vis counterparts in the institutions.

I urge that these positions be studied further before final decisions are made.

Sincerely yours,


Howard R. Boozer

HRB:gs

cc: The Honorable James B. Edwards
Dr. R. Cathcart Smith

SEP 22 1978



SOUTH CAROLINA COMMISSION ON HIGHER EDUCATION

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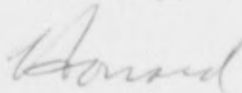
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SOUTH CAROLINA COMMISSION ON HIGHER EDUCATION

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Dr. Paul M. Walker

Page 2

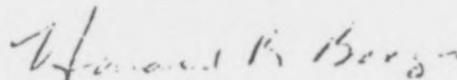
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Sincerely yours,



Howard R. Boozer

HRB:gs

cc: The Honorable James B. Edwards
Dr. R. Cathcart Smith

THE END

MINUTES OF
Budget and
Control Board
Meeting

October 9, 1978
(#2)

MINUTES OF BUDGET AND CONTROL BOARD MEETING

OCTOBER 9, 1978

POLL #2

Executive Director William T. Putnam on this date completed a poll of the following Budget and Control Board members on the item of business described below:

Governor James B. Edwards (through Administrative Assistant Pettiss)
Mr. Grady L. Patterson, Jr.
Mr. Earle E. Morris, Jr.

APPROVAL OF DHEC CARRY FORWARD - The members polled were advised that an Attorney General's opinion has been rendered which states that funds appropriated for grants to water and sewer authorities may be carried forward if such funds are committed and if the Budget and Control Board approves of the carry forward. A listing of the local entities to which a balance of \$257,168.48 as of June 30, 1978 was committed was provided and is kept as an exhibit in these files.

The Board members polled approved the carry forward by the Department of Health and Environmental Control of \$257,168.48 which had been committed to nine local water and/or sewer entities.

Information relating to this matter has been retained in these files and is identified as Exhibit I.

10/9/78

EXHIBIT I
10/9/78 #2

Not Yet Paid

October 5, 1978

- Town of Scranton	9,000
- Trico Water Company	10,500
- Marion County Rural Water Company	51,000
- Darlington County Rural Water Company	40,000
- Grand Strand Water & Sewer Authority	30,600
- Town of Pamplico	17,400
- Newberry County Water & Sewer Authority	50,000
- Town of Prosperity	6,000
- Rabon Creek Water Company	42,668.48

\$257,168.48

THE END