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ABSTRACT

The tuition benefit policies of 10 companies are described, along with a summary of the results of a benefits survey of major companies. The survey items and responses are provided for 650 companies, representing the industrial Fortune 500 and the service Fortune 500: banks, insurance companies, retailers, and transportation and utility companies. Broad areas of concern include: types of employees eligible for tuition benefits, length of employment required to be eligible, the percentage of tuition costs covered by the company; timing of reimbursement to the employee; and kinds of courses that are covered. Also included is an article that reviews reasons for college attendance and the impact of corporate tuition reimbursement on employees. The article is titled "The Impact of Corporate Tuition Reimbursement Plans on Employee Persistence in Educational Programs" (P. Anthony Giorgio). Information on tuition benefit policies are included for the following 10 companies: Barnes Group Inc., Brockway, Dr. Pepper, IBA, International Harvester, Millipore Corporation, NCR, Pacific Gas & Electric Company, Pratt & Lambert, and Walt Disney Productions. A sample, blank questionnaire and an index of the 650 companies responding to the survey are provided. (SW)

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CORPORATE TUITION AID PROGRAMS

A DIRECTORY OF COLLEGE FINANCIAL AID FOR EMPLOYEES AT AMERICA'S LARGEST CORPORATIONS

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JOSEPH P. O'NEILL



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JOSEPH P. O'NEILL

CONFERENCE UNIVERSITY PRESS



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PREFACE

In February, 1981 the Conference of Small Private Colleges published its first survey of employee tuition benefits entitled College Financial Aid and the Employee Tuition Benefits of the Fortune 500 Companies. In the three years since our initial survey, the national economy has gone through the deepest recession since the Great Depression of the 1930's; the telecommunications, transportation and banking industries have been deregulated; both employment and plant capacity in the "smoke stack" industries has been sharply reduced, perhaps permanently. Despite these adverse economic developments, company tuition benefit programs seem largely unchanged. In comparing the responses of companies that replied to both the 1980 and 1983 questionnaire, fewer than a dozen have curtailed or suspended their programs. A roughly equal number have increased benefit levels. What we do not know—because we did not ask the question—is whether employee use of tuition benefits has increased or declined since 1980.

The purpose of this current survey is to describe the terms and limitations of each company's tuition benefit policy. We ask:

- Which employees are eligible for tuition benefits?
- How long must one be employed to be eligible?
- How much of tuition costs will the company pay for?
- When does the company reimburse the employee?
- And for what kind of courses?

The survey questionnaire was mailed to both the industrial *Fortune 500* and the service *Fortune 500*, that is banks, insurance companies, retailers, transportation and utility companies. Included in this book are the replies of 650 of those companies. They employ more than 17 million Americans, almost one in four of the private sector workforce.

Who will find this publication useful? College career placement officers who want to identify companies that are concerned with their employees' professional development; directors of adult and continuing education who want to identify and advise employees about the use of the benefits available to them; and those in business and industry responsible for employee training and education.

Many hands went into the preparation of this publication. Jane McCarthy, with painstaking care, supervised the book's design, proofreading and production. Janna Bruene entered the returns into the computer with good humor and accuracy. Tarry Truitt of Desk Top Software designed the computer program format. Deborah Kahane and Solomon Arbeiter of the College Board gave their usual insightful advice on the design of the survey instrument. Anne and Jim Longon of HQ in Philadelphia prepared the survey mailings.

Finally, I must thank Jay Donahue and other program officers at the Fund for the Improvement of Post-secondary Education for their support, encouragement and patience.

Joseph P. O'Neill Princeton, New Jersey January, 1984



CHAPTER I

THE EMPLOYEES TUITION BENEFIT PROGRAMS OF THE FORTUNE 1000 COMPANIES: Summary of Survey Results

Joseph P. O'Neill, Executive Director Conference of Small Private Colleges

INTRODUCTION

This chapter summarizes the results of a survey of the *Fortune 1000* companies that was conducted in the summer and fall of 1983 by the Conference of Small Private Colleges under a grant from the Fund for Improvement of Postsecondary Education. A copy of the questionnaire we used to gather the data is reprinted in Chapter IV. In addition some 50 companies enclosed copies of their tuition benefit plans when returning the questionnaire. Information from these policy statements has been included to give more depth and texture to the survey data. A representative sample of these policies is also included in Chapter II.

WHO BENEFITS FROM TUITION REIMBURSEMENT

Of the 655 companies that replied to the questionnaire, only 24 (3.7%) did not have tuition reimbursement plans and they tend to be concentrated in two industries: airlines and retail sales. The 655 companies surveyed employ approximately 17 million people, almost a quarter of the private sector labor force. Not all 17 million workers are eligible for these benefits, however. The 24 companies without plans, among them Sears Roebuck with 400,000 employees and J.C. Penney with 173,000, count more than 1.1 million workers on their payrolls. In addition 168 companies (26.6% of those with plans) do not extend eligibility to hourly workers. It is difficult to calculate how many hourly employees have no access to tuition benefits. Many are covered by separate union contracts that include tuition reimbursement among their benefits.

LEGAL BASIS FOR CURRENT TUITION BENEFIT PROGRAMS

Prior to January 1979, the Internal Revenue Code counted as income to the employee any payments an employer might make for college courses or other educational programs that were not directly related to the employee's current job. Under the tax code in effect at the time the key questions were: (a) was the course aimed at maintaining or improving skills required in a job; or (b) developing skills needed to keep a job? If an employer paid for courses aimed at qualifying an employee for a new job, these costs would be counted as income to the employee. The result was that middle and upper management employees whose duties are broadly defined could be reimbursed for a much wider range of courses than entry-level or clerical employees where job definitions are much more specific. Those in lower level jobs were, in effect, discriminated against.

In a major break with tradition Section 127 of the Internal Revenue Code was amended, effective January 1, 1979, allowing an employee to receive non-job-related educational assistance from his or her employer without incurring a tax liability. This easing of the tax code has had three discernible effects on company tuition reimbursement policies:



- Of the 631 companies that reported having tuition plans, 64% reimbursed employees for certain kinds of non-job-related courses. One very common policy was that the company would reimburse employees for non-job-related courses that were a required part of a job-related degree program.
- Of the 228 companies that do not reimburse for non-job-related courses, many show in their published policies a broadening in the definition of what courses might be eligible. Phrases such as "a position to which the employee might reasonably aspire", "company-related", and "career-related" have replaced the more restrictive "job-related" category.
- Despite the changes in the fax code which allow a company to reimburse for non-job-related courses, such courses, even when a required part of an approved degree program, are often reimbursed at a different rate or lower dollar limits than job-related courses. Some companies, NCR for example, defer reimbursement for non-job-related courses until the employee completes the degree program.

Unfortunately the "r_ion-job-related" provision of the tax code expired on December 31, 1983 when Congress failed to act on H.R. 2568, a bill that would have made the provision permanent. If Congress fails to act in early 1984, many companies are likely to tighten their reimbursement policies.

LIMITS ON REIMBURSEMENT

A little more than half (53.2%) of the plans surveyed did not set an explicit maximum on the amount of tuition they would be willing to reimburse. This does not mean, of course, that reimbursement was unlimited, only that less explicit administrative forms of control were used to prevent budget overruns. Harper & Row's policy for example, states that the company will reserve a sum for a 12 month period to reimburse for approved courses. If applications should exceed funds available, the administrator of the Plan is authorized, in conjunction with an advisory committee, to make awards based on individual merit. Another cost containing strategy is to make the approval process more stringent as potential costs increase. At W.A. Krueger Company, for example, the application to take an individual course must be approved by three levels of management; to gain the approval of a work-related degree program requires a sign-off from five levels of management.

The most common way to limit reimbursement is a policy that requires the employee to share some significant percentage of the cost of tuition. This percentage can either be a constant for, say, all undergraduate courses or a variable percentage according to the grade received. Of the 631 companies with reimbursement plans 26.4% required that the employee pay some percentage of his or her tuition. The range was as follows:

- Employees paid from 10% to 25% of the cost of tuition at 130 companies.
- Employees paid from 26% to 50% at 37 companies.
- No company required an employee to pay more than 50%.

Fewer than 30 companies varied the percentage reimbursement according to grade received, for example, "A" = 100% reimbursement; "B" = 85% and "C" = 75%. (Unfortunately we cannot be more precise on this point. Our survey question confused a grade satisfactory enough to be reimbursed with a percentage reimbursement based on grade).

Explicit limits on tuition reimbursement were reported by 286 companies (45.3%). Of the 158 companies that stated dollar limits, we found that the low was \$200 per year and the high was \$4000. The dollar ranges were as follows:



\$200 to \$499	10 companies
500 to 999	42 companies
1000 to 1499	50 companies
1500 to 2000	40 companies
more than 2000	16 companies

The other standard limitations were expressed either as the number of courses or number of credits that an employee might take during the course of the year. (These limitations often overlap. For example a policy might state \$1500 or 12 credits for the year; or 6 credits/2 courses). Of the 89 companies that listed either course or credit limitations, only 8 allowed an employee to take more than 18 credits per year; only 5 companies allowed more than 6 courses per year. One interesting variation that we found in States with low-cost public university systems was that some policies stated that reimbursement could not exceed the cost of a similar course or program at a public institution. Ameron, Fluor and Mattel in California and Minnesota Mutual Life were among those that pegged reimbursement to public college tuition rates.

SATISFACTORY COMPLETION

Of the 286 companies that set a specific standard for "satisfactory completion", that is, reimbursement is contingent on achieving some minimum grade, the most common was: "C" or better for undergraduate courses; and "B" or better for graduate programs. This standard is, in effect, one grade above "passing". A smaller number of companies required just a "passing" grade. Another common wording was: "Satisfactory completion as defined by the school or college attended". A few companies, NCR and Fluke Manufacturing for example, are willing to reimburse for a lower than standard grade as long as the employee's cumulative average is "C"/2.5 GPA or better for undergraduate or "B" for graduate courses. Parsons and Central Soya were among the few that required "B" or better for undergraduate courses.

One of the educational innovations of the 1970's that has not found favor with many in business is the practice of granting credit for life experience. Pacific Gas and Electric in its policy states: "Courses or credits that are based on, or obtained through, life or work experience will not be approved". NCR makes a similar judgment: "Credit given for work experience does not qualify for tuition refund. It is the intent of the policy to reimburse for additive knowledge only". Another common restriction is that audited courses, that is those not taken for credit, are ineligible for reimbursement. The reaction to accredited correspondence courses is mixed. IBM, Pacific Gas & Electric, Kennametal, and Harper & Row, for example, will reimburse for home study. Pratt & Lambert, Walt Disney, NCR and Brockway do not.

CHANGES IN EMPLOYMENT AND STATUS

One sticky question which many companies address in their policy statements is: Who pays the tuition when, in the middle of a semester, an employee is laid off, quits, is fired, drafted or transferred? An employee who quits voluntarily or is discharged for cause presents few problems. We found no company that reimburses in either situation. Cases of temporary layoff are more complex. Since the employee has enrolled in a course not only with the company's approval but with its promise to reimburse, a question of fairness is involved when the layoff is due to the company's decision and not the employee's. Some companies, W.A. Krueger, Kennametal and Libby-Owens-Ford, for example, finesse the question by stating that reimbursement is contingent upon the employee being employed by the company from the time of enrollment through course completion. Other companies, such as NCR, Pacific Gas & Electric, Gulf Oil and Dr. Pepper, simply reimburse employees who have been laid off. Two company policies, Brockway and the Barnes Group, make an attempt to deal with the "temporary" nature of a layoff. The Brockway policy states that reimbursement will be made "only after the employee



has returned to full-time employment". The Barnes Group, while reimbursing a laid-off employee for currently enrolled courses, states: "If he is still laid off at the start of a new semester, approval for tuition reimbursement will not be granted". The most generous layoff policy we found was Westinghouse's *Educational Opportunity Program*: "Former employees on layoff will be eligible, under the conditions outlined below, to receive the training allowance of 50 percent of weekly pay for a minimum of eight weeks while attending courses".

When employees were unable to complete a course for reasons beyond their control, for example, transfer, mandatory overtime, unforeseen work schedule change, drafted into military service or medical emergency, most companies are flexible enough to reimburse the tuition expense that the employee incurred. We found only one company, Walt Disney, that required an employee to refund tuition reimbursement if the employee "terminates his/her employment within one (1) year following the completion date of any course(s). . .".

TIMING OF REIMBURSEMENT

"Reimbursement upon satisfactory completion" comes very close to being a universal standard. 86 percent of the companies responding to our questionnaire reimbursed their employees only after a satisfactory grade report was submitted. This practice places upon employees the burden of financing the initial tuition payment out of their own cash reserves. This is no slight burden, especially for clerical and hourly workers. Tuition at private universities now averages \$100 a credit hour and at public four-year institutions from \$35 to \$60 a credit hour. At schools where a semester system is in effect, the employee may have to wait as long as five months before being reimbursed. Many employees, especially those who are not in the management ranks, find that "reimbursement upon satisfactory completion" is a serious deterrent to taking courses at all.

Some companies, the Barnes Group for example, have loan programs to help employees with the initial tuition payment. Others pay for the course when the employee first enrolls but if a satisfactory grade report is not submitted, they recoup the tuition payment through payroll deductions. As an alternative, Sterling Drug pays 75 percent of tuition when the employee enrolls. When a satisfactory grade report is submitted, the company reimburses the remaining 25 percent. McDonald Douglas and Getty Oil are among those who delay the final 25 percent of reimbursement until the degree requirements are completed.

The Millipore Corporation found an interesting way around the reimbursement problem by paying up front for the *first* course an employee takes. If the employee completes the course in a satisfactory manner and turns in the grade report, the company continues to pay up front for subsequent courses. If, however, "a course is not completed, or if verification is not received, subsequent courses must be paid for by the employee who will not be reimbursed until proof of completion is received".

The basic problem underlying company reimbursement policies is: How do you invest company funds only in those who are serious about their professional advancement? An unalloyed "reimbursement upon satisfactory completion" policy tends to weed out not only those who are less serious but also those who are less affluent. It is also a policy that throws all the risk of taking a difficult course on the employee. Lower paid employees are thereby doubly disadvantaged. They can afford neither the up front payment of tuition nor the risk of failure. Companies that are serious about the promotion of talent wherever it is found should be willing to share some of the risk that the employee now bears alone.

LENGTH OF SERVICE REQUIREMENT

According to our survey, 379 companies (60%) give new employees immediate eligibility for tuition benefits. A few even reimburse for courses in which the employee was enrolled when he or she was



placed on the payroll. For companies that do not grant immediate eligibility, 10.5 percent require at least 3 months employment; 15.8 percent between 3 and 6 months; and 13.6 percent more than 6 months. The longest eligibility period was 36 months (2 companies).

Within those general standards we found several variations. Some companies that have a length of service requirement waive it for holders of a bachelor's degree. Others require a longer period of service for one class of employee than another or for certain types of courses. A few grant reimbursement to retired, disabled, or part-time employees. The vast majority, however, require that an employee be employed full-time to qualify for tuition benefits.

CONCLUSIONS

The 1978 liberalization of the tax laws regarding non-job-related education had an immediate and widespread effect on tuition benefit plans. Prior to 1979 few company plans reimbursed for non-job-related courses. Today almost two-thirds of the *Fortune 1000* companies reimburse employees for at least non-job-related courses that are part of an approved degree program. One question for the future is whether more favorable tax treatment of training and education expenses is a way to deal with two major industrial and social problems: the retraining of workers in the declining smoke stack industries and the retention of the nation's leadership position in science and technology.

The tax laws of the United States do not grant investment in "human capital" the same favorable treatment as investment in equipment. Tax credits and accelerated depreciation are available to companies that purchase the human intelligence that is embedded in a machine but not when it is embodied in a person. An employee's scientific, management or engineering knowledge is subject to the same obsolescence that, in time, makes a machine outmoded. Yet the tax laws allow no depreciation or cost recovery schedule for companies that invest in the continuing education of their staff. Treating education as an investment on a par with the purchase of capital equipment may be a vital incentive for the reindustrialization of America.





CHAPTER II

REPRESENTATIVE SAMPLE OF TEN COMPANY TUITION BENEFIT POLICIES

INTRODUCTION

Corporate tuition benefit programs tend to reflect not only a company's philosophy about the effects of education on productivity but also its profits, the ratio of white collar to blue collar employees and whether it is in a high technology service or a "smoke stack" industry.

The ten company policies printed in this chapter were chosen both for the diversity of the companies and for the detailed manner in which they dealt with the practical problems of administering a tuition benefits program. However, in choosing these ten policies rather than others we received, we make no judgment on the effectiveness nor do we present them as examples for others to follow.



Barnes Group Inc TUITION REIMBURSEMENT

GENERAL POLICY

- A. The Company encourages employees to enroll in job-related courses in accredited colleges and universities
- B. Certain correspondence schools are acceptable under this policy, however, prior approval must be granted by the Executive Office.

ELIGIBILITY

- A. Applicants must be full-time active employees and must have completed six months of employment with the Company.
- B. The six months requirement is waived for students recruited directly from a college or university graduating class on a permanent basis who wish to continue study for an advanced degree.
- C. The applicant shall have had sufficient education to enable him to profit from the course to which he applies.
- D. The courses must be related to the job now being performed and/or must be part of a job-related degree program.

PROCEDURE

- A. Prior to the starting date of courses, an employee applying for tuition reimbursement shall complete Form BG-7802 "Application for Reimbursement of Tuition" and secure the appropriate approvals requested on the form.
- B. Final approval rests with the Divisional Manager, General Manager, Regional Manager or Group Vice President.
- C. On completion of course and attainment of Grade C or better, or a passing grade in a pass/fail grading situation, employee shall receive 100% of tuition fees (including registration fee), but not more than \$1,000 per calendar year.
- D. A copy of the application either approved or rejected, shall be returned to the employee.
- E. No tuition fees will be paid when an employee receives a grade below C, or a failing grade in a pass/fail grading situation.
- F. No reimbursement will be made for laboratory fees, supplies, required books, or any other related expense.
- G. Should an employee be transferred for the convenience of the company before completing a course, he will be reimbursed on the basis of his average grade at the time of transfer.
- H. If the employee is laid off during the semester in which he is attending a course he will still be reimbursed for his tuition. If he is still laid off at the start of the new semester approval for tuition reimbursement will not be granted.



I. Any reimbursement received from a federal or state agency as a result of an applicant being either a member or veteran of the armed services shall be deducted from the tuition charges first. Any remaining amount up to \$1,000 maximum will then be paid from the Company's reimbursement plan.

REIMBURSEMENT

- A. The employee shall send receipted tuition invoices and transcript of his final grades in triplicate through his supervisor to the local Personnel/Industrial Relations Department. The Personnel/Industrial Relations office sends one copy of each to:
 - 1. The local Controller's office for payment.
 - 2. Employee's personnel jacket, and
 - 3. The Corporate Human Resources Office at the Executive Office in Bristol.
- B. If an employee requires financial assistance to pay tuition fees prior to completing the course, the local division manager may approve payment to the employee of the required amount. Arrangements for paying back the loan are to be made between employee and division manager, with copy of such agreement placed in the employee's personnel file.



Brockway TUITION REFUND PLAN

PURPOSE & SCOPE

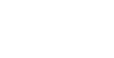
To provide encouragement for employees to further their formal education and to establish a procedure for tuition refund for approved courses of study undertaken by full-time, permanent employees. This procedure applies to all employees of Brockway, Inc. (NY).

GENERAL

- A. The Tuition Refund Plan is intended to cover courses offered by accredited local education institutions. Correspondence courses and courses offered by non-accredited institutions are not included under its general provisions. Under extenuating circumstances correspondence courses offered by well recognized accredited institutions may be approved.
- B. Tuition Refund Applications can be obtained from Personnel. All refunds will be limited to tuition costs and registration fees and will be made only upon successful completion of the approved course(s). Official notification of successful completion with a grade of C or better; grade report transcript, etc., and a tuition receipt is required for reimbursement.
- C. The maximum amount of tuition refund available to any employee during any one calendar year will be as follows:
 - 1. \$250.00—for approved courses not granting college or university credit.
 - 2. \$1000.00—for approved courses taken for college or university credit with a maximum of twenty-one (21) reimbursable credit hours of instruction per calendar year.
 - 3. No maximum refund limit per calendar year—for approved graduate level courses taken in an advanced degree program at an accredited college or university after the employee has been admitted into the graduate school.
- D. An employee whose tuition and registration costs are covered by benefits resulting from service in the armed forces, federal aid, or scholarship aid will be eligible for a refund only for that portion of the tuition and registration fees not covered by such benefits and which is within the established refund plan limits.
- E. No refund will be made for the cost of textbooks, supplies incidental to the course, activity fees, laboratory fees, late registration fees or other fines, parking fees, transportation, and related expenses.
- F. Normally employees must be on the payroll both at the time of beginning and the completion of an approved course in order to be eligible for tuition refund. In the case of employees on lay-off, who are subject to recall, tuition refunds will be approved for courses which are directly job related. Reimbursements will be made only after the employee has returned to full-time employment.
- G. Apprentices are to be reimbursed for required formal education at the local level and in the manner prescribed elsewhere.
- H. Approved courses in the following categories will be considered for tuition refund.
 - 1. Courses which will improve the employee's skill on his/her present job. Courses designed to up-date employees in the technology of their occupation. *Non-academic vocational courses will not normally be considered in this category.*



- 2. Courses which relate to the next job in the logical development of an employee's career.
- 3. Any basic courses in reading, writing, or arithmetic.
- 4. Courses which will prepare an employee for openings that are expected to occur in the future and for which a sufficient number of qualified employees are not available.
- 5. Courses taken to complete the requirements for a grammar school certificate or high school diploma.
- 6. Any required or pertinent elective course taken in a degree-seeking program in a field related to the employee's job or appropriate to his/her career with the corporation.
- Participating employees will be expected to complete the requirements of school attendance and homework assignments in hours outside their scheduled hours of work. It is not expected that such employees will receive special consideration in job assignment or work schedules by reason of participation in this program.



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Dr. Pepper **EMPLOYEE EDUCATIONAL ASSISTANCE PROGRAM**

POLICY:

The Company encourages ambitious employees to further their self-development through continuing education, both on and off the job. Consistent with this practice, Dr Pepper Company will pay specific expenses for approved outside courses under the following terms and conditions.

PROCEDURE:

ELIGIBILITY

- Any permanent full-time employee may request approval after one year of continuous employment.
- In order to receive management endorsement, a course of study must be directly related to improving the skills and knowledge needed to perform the current job held or the position which is the next likely promotion. If the coursework is at the college level then the program of study must lead to a degree which will contribute to the employee's potential with the Company. Supplementary courses required by the college or university for that degree can be endorsed even if they are not directly job related, but are beneficial to a career in the Company. For example, an English Composition course required to earn a Business Administration degree could be approved.
- The specific expenses of approved courses which the Company will pay include only tuition costs and mandatory fees, limited to a maximum of \$750 during a calendar year. Textbooks, medical, parking and refundable fees will not be included. Veteran Administration allowances or other education subsidies will reduce the amount of any educational assistance.
- In the event that an employee satisfactorily completes an approved course while on temporary layoff due to lack of work or an approved leave of absence, the employee will receive expense reimbursement. If the employee resigns or is discharged, no educational assistance benefits will be paid.

REQUIREMENTS FOR PLAN PARTICIPATION

All such courses must be scheduled so as to avoid conflict or interference with job requirements and responsibilities. It is recommended that registration be made for no more than six credit hours per term in courses given by accredited coileges and universities.

APPROVAL PROCEDURE

- Requests for approval must be submitted on an "Educational Assistance Application." All areas of this form must be completed.
- All outside courses MUST BE APPROVED PRIOR TO REGISTRATION to qualify for expense reimbursement. Approval must include the supervisor and department head. After the management endorsement has been obtained, the "Educational Assistance Application" should be submitted to the Manager-Human Resource Services (Dallas) for final approval. A copy of the form with approval or disapproval will be returned to the applicant's location. Upon receipt, the employee should be informed about the status of the application and the returned copy of the application should be placed in the employee's permanent personnel file.



REIMBURSEMENT OF TUITION EXPENSE

1. Reimbursement for expenses of courses will be made when the employee submits to the Manager—
Human Resource Services evidence of successful completion of the course(s). This may be accomplished with a grade of "C" or better or a Certificate of Satisfactory Completion, along with a paid receipt from the institution for the cost of the course. Notification of course completion will be made to the Vice President—Human Resources, who will authorize refunds to the individual in the amount previously approved.

PLAN ADMINISTRATION ·

- 1. The Personnel Department or Personnel Representative at each location of the Company is responsible for the explanation and administration of this policy.
- 2. All costs for this program will be budgeted and paid by the Dr Pepper Company Human Resources Department. There will be no cross-charges to the individual operating unit or division.

FORMS REQUIRED:

Educational Assistance Application





IBM

TUITION REFUND PLAN

GENERAL

The purpose of this Plan is to encourage employees to become more effective on the job and to increase their potential for development within IBM through their voluntary participation in accredited educational programs outside regular working hours.

MANAGEMENT RESPONSIBILITY

Managers are responsible for administering the provisions of the IBM Tuition Refund Plan and for approving or disapproving participation of their employees in the Plan. In carrying out this responsibility, managers will:

- 1. Approve the Tuition Refund Application Card prior to the employee's enrollment in each term or semester. The approval process is to include an understanding of the employee's educational objectives to insure that the courses being approved continue to meet the criteria and objectives of the Plan.
- 2. Only approved degree programs aimed at a new career field if there is a reasonable expectation that job opportunities will exist in the new field within IBM and that the employee will qualify and be favorably considered for those opportunities.

EMPLOYEE RESPONSIBILITY

To insure eligibility for tuition refund, each employee seeking participation in the Plan must review program objectives and course plans with, and secure the approval of, his or her manager prior to registration for each term or semester.

DETERMINING ELIGIBILITY

- 1. Employee Eligibility: U.S. employees of groups, divisions, subsidiaries, and corporate staffs are eligible to participate in the Plan if they were regular or part-time employees on the active payroll both at the time courses began and were completed. Employees on educational, military, or other leaves of absence are not eligible.
- 2. Institutional Eligibility: Enrollment may be approved at accredited colleges, universities, high schools, business, technical, or correspondence schools. An accredited school is one which has met the academic standards of an educational or professional agency approved by the U.S. Office of Education or the National Commission on Accrediting. Approval, licensing, or registration by a governmental agency does not constitute accreditation.

If no available accredited institution offers the desired eligible course, a nonaccredited school may be approved only if it: 1) offers a course of study comparable to accredited schools, 2) presents educationally sound courses and methods of instruction, 3) provides adequate examination, evaluative, and guidance services, and 4) has demonstrated sound administrative, financial, and ethical practices.

The cost of attending nonaccredited classes, seminars, lectures, workshops, conferences, or meetings held by (or the purchase of self-study materials from) professional associations or clubs is not eligible for reimbursement under this Plan.

 Course Eligibility: Courses or degree programs are eligible for approval if they will assist an employee to become more effective on the job or will increase his or her potential for development within the company.



Courses required for an employee to obtain a high school diploma will be approved regardless of job relationship. If a degree program is approved, all courses that are a required part of the program are eligible for tuition refund.

The following types of courses are ineligible for refund:

- a. Avocational or hobby courses.
- b. Foreign language courses, unless such knowledge is considered necessary in the employee's present job or expected future assignments, or is a required part of an approved degree program.
- c. Audit or other nongraded courses unless the institution provides a certificate of satisfactory completion.
- d. Workshops, seminars, forums, or clinics unless given for academic credit by an accredited institution.

The number of approved courses taken per academic term may be left to the discretion of the employee. Courses must be scheduled so as not to interfere with the employee's work schedule.

REFUNDS

- 1. Application for Refunds: Employees are eligible to apply for refunds when they satisfactorily complete the course, as determined by the regular standards of the institution attended. To receive refunds for eligible costs, the employee must complete and sign the application card and forward it with evidence of satisfactory completion and an itemized bill or statement of charges directly to his or her payroll or other appropriate department.
- 2. Eligible Costs: The Plan provides for refund of the following expenses incurred by employees for course enrollment and completion:
 - a. All mandatory institutionally billed tuition charges or fees which apply directly to a course or number of courses. Refunds are based on total eligible charges regardless of city, county, or state residency requirements.
 - b. The application fee, registration, university or general service fee and laboratory fees when billed directly by the institution. Some schools may use other items to denote such charges.
 - c. Fees for evaluating past work experiences or training. This includes examination cr assessments associated with this evaluation process.
- 3. Ineligible Charges: Refunds under the plan will not cover the cost of the following expenses, unless those expenses are part of the mandatory institutionally billed tuition charges or fees which apply directly to a course or number of courses:
 - a. Purchased or rental books, supplies, tools, or other equipment.
 - b. Travel, meals, or lodging.
 - c. Tutoring.
 - financing or installment service charges.
 - e. Reinstatement or late registration penalty fees.
 - f. Course change or withdrawal fees.



- g. Parking, medical, or physical examination, student union or student activity fees.
- h. Change of grade fee.
- i. Charges related to certification, licensing, or accreditation such as diploma or graduate fees; thesis or dissertation expenses including typing, reproduction, or microfilming, fees required of a student to remain active or in good standing when no course work is being undertaken, entrance examinations or equivalency and proficiency examinations not associated with evaluating past work or training experiences.
- j. Manuals, books, or equipment which a student must pay for as part of tuition for enrollment in an approved correspondence course. The school should be asked to itemize or break out the charges so that costs not eligible for refund may be deducted from the total fee paid by the student. If the school is unable to itemize these charges, a refund based on the total charge may be approved on an exception basis.
- 4. Other Financial Support: Refunds under this Plan are based upon the difference between eligible fees paid and other financial aid received (student aid programs, scholarships, fellowships, Veterans Administration payments, etc.) which apply to these fees.

International Harvester TUITION REFUND PLAN

APPLICATION:

All U.S. Operations

PURPOSE:

To give employees the opportunity to acquire additional skills and knowledge which are considered important for the employee's career without requiring the employee to incur an undue financial burden.

POLICY:

1. The Company will provide tuition refund to eligible employees who have paid for Company-approved education received on a voluntary off-hour basis.

ELIGIBILITY

- 2. An employee must have at least six (6) months of continuous vacation service with the Company and must be in active full-time employment with the Company at the time of enrollment in an approved course and at completion of the course be actively employed or in a layoff status. Employees discharged for cause or who voluntarily leave their employment with the Company while enrolled in a course are not eligible to receive refund payments. Employees hired as cooperative students are not eligible for tuition refund except for evening courses taken during periods of active employment with the Company.
- 3. An employee must enroll in courses at approved residence or correspondence schools. The following schools are approved under this plan.
 - A. Accredited Colleges & Universities as listed in the Educational Directory, Colleges and Universities issued annually by the U.S. Department of Health, Education and Welfare.
 - B. Approved correspondence Schools—members of the National University Extension Association as listed in their Guide to Independent Study Through Correspondence Instruction.
 - C. Accredited Secondary Schools as listed in the various State Directories of State Accredited Secondary Schools.
 - D. Company-approved business, trade or vocational schools—each operation should investigate local business, trade and vocational schools to determine if the facilities, subject matter and instructors are acceptable to local management for providing quality training and education in the courses for which tuition refund is requested. Final approval must be granted by the Director, Organizational Development & Training for the corporation prior to granting tuition refund requests for courses taken at such institutions. In addition, an up-to-date listing of such institutions must be maintained with the Director, Organizational Development & Training for the corporation. (The institutions addressed in this section are particularly pertinent to courses listed under section (4) (D), (E), and (F) below).
- 4. An employee must select courses that are acceptable to the Company. Courses must therefore meet one or more of the following conditions.



Acceptable Courses

- A. They are job-related—that is, they will tend to improve the employee's performance on his or her current job; or
- B. They are a part of a curriculum leading to a degree in a field which is job-related; (in which case the employee must furnish evidence of enrollment, course of study and anticipated degree to the Company); or
- C. They will help prepare the employee for future assignments with the Company for which he or she might reasonably be expected to qualify; or
- D. They are courses taken to complete the requirements for a basic education certificate or high shoool diploma; or
- E. They are education courses designed to provide a level of competency in basic communications or numerical skills; or
- F. They are courses of instruction directed towards qualifying an employee as an apprentice in the skilled trades.
- 5. An employee may be reimbursed for tuition and other covered expenses for no more than two courses per quarter or semester; or may be reimbursed for no more than six hours per quarter or semester. Cooperative students are eligible for reimbursement for only one course per quarter or semester, or only three hours per quarter or semester. In addition, cooperative students may be reimbursed only for courses begun and completed during any single continuous period of active service. (If Coop student is separated by Company—employee separation rule applies.)

Exceptions to this limitation may be made in cases involving acceptable courses defined in (4) (D) and (E) above where such courses are below the college level. In such cases limitations, if any, should be dealt with in a reasonable manner on a case-by-case basis. Exceptions to these limitations must have the prior approval of the Group Human Resources person with responsibility for administration of the tuition refund program. In the Plants prior approval must come from the Manager of Human Resources or the Manpower Development Manager.

- 6. An employee must apply for and receive Company approval prior to enrollment in a course as identified on Form No. HR-115V. This application must be completed each school term.
- 7. An employee must present an itemized receipt to the Company within 60 days of the successful course completion date or the date that an acceptable grade is issued indicating that tuition and compulsory fees have been paid.

REFUNDS

- Upon fulfillment of each of the above eligibility conditions the local operation will reimburse the employee
 for 100% of the amount of tuition and other covered fees paid by the employee according to the following
 quidelines.
 - A. For undergraduate college courses and remedial and/or high school level courses reimbursement shall be made for classes in which a grade of "C" or better, or "Pass" in a pass-fail graded class, is achieved. (A pass-fail grade is eligible for reimbursement providing that it is the only grade option available for the course.)
 - B. For graduate level classes, and classes taken in pursuit of a degree in law, reimbursement shall be made for classes in which a grade of "B" or better, or "Pass" in a pass-fail graded class, is achieved.



(A pass-fail grade is eligible for reimbursement providing that it is the only grade option available for the course.) (If graduate schools allow a grade lower than a 'B' for course work then it may be accepted providing evidence is presented to the administrator of the plan at the local unit or the Director, Organizational Development & Training.)

- C. No reimbursement shall be made for classes taken on an audit basis.
- D. Tuition and/or fees incurred in connection with exemption or competency examinations taken in lieu of classroom work in the pursuit of a degree will not be reimbursed;
- E. Tuition for Certification Examinations will be reimbursed for those sections which are passed. Examination fees for certification examinations and related review classes shall be reimbursable one time only. Reimbursement for any further examination attempts will be paid on a pass basis. Enrollment in additional review classes and fees, are solely the responsibility of the employee. Certifications may include, but need not be limited to, the following:
 - i. Certified Public Accountant (CPA);
 - ii. Certified Purchasing Manager (CPM);
 - iii. State Bar Examination (Law);
 - iv. Certified Professional Secretary (CFS);
 - v. Professional Engineer (PE)

Approval for reimbursement for certification examinations other than those listed above must have the prior approval of the Group Human Resource person responsible for administration of the tuition refund program. In the Plants prior approval must come from the Manager of Human Resources or the Manpower Development Manager.

- F. Upon the fulfillment of each of the eligibility conditions, the local Operation will reimburse an employee for the applicable percentage of the tuition and certain compulsory fees the employee has paid. The reimbursable compulsory fees include:
 - i. Matriculation fees required with an application for admission to the school;
 - ii. Registration fees required when registering for an additional school term;
 - iii. Fees applicable to specific classes, such as laboratory fees or fees required for the use of special equipment by all students enrolled in the course.
 - iv. Graduation fees required of all candidates for a similar degree.
- 9. The plan does not provide for the payment of other expenses such as textbooks, supplementary course materials, transportation, meals or any other expenses. Non-reimbursable fees include:
 - A. Student activity fees (unless required);
 - B. Late registration fees:
 - C. Installment payment service charges;
 - D. Vehicle registration and parking fees:



- E. Special examination fees for courses which have been failed or examinations not taken when scheduled:
- F. Fees which are in the nature of penalties or fines for violation of school regulations;
- G. Hospital/medical/surgical fees or insurance;
- H. Fees for use of school recreational facilities.
- 10. When educational expenses are met by scholarships, governmental aid or benefits resulting from service in the armed forces, employees will be eligible for a refund only on that portion in excess of the amount of such outside benefits.
- 11. Employees who are separated by the Company are eligible to receive tuition cost providing the employee could not drop out of the course(s) without incurring the full cost.

Employees who are separated by the Company for cause or disciplinary reasons, or who voluntarily terminate are not eligible.

ADMINISTRATION

- 12. Applications for fultion refund must be submitted initially to the employee's immediate supervisor for approval. Subsequently, the application must be approved by the operations Human Resources Manager or the operation's management with principal accountability in Human Resources, and finally by the applicant's department head.
- 13. It is the employee's responsibility to determine his or her eligibility for extering the school and enrolling in the course(s) before making application to the Company for approval for reimbursement.
- 14. The benefits under this plan may not be withheld from an employee as a disciplinary measure.
- 15. The employee will be notified of the action taken by a returned copy of the tuition refund application.
- 16. Appropriate payment for tuition refund and compulsory fees will be obtained from the local Acocunting Department and given to the employee by the immediate supervisor or will be mailed directly to the employee.
- 17. The person responsible for local administration of the plan will be responsible for:
 - A. The recording of additional education in the employee's personnel file;
 - B. The submission of the Annual Tuition Refund Plan Report, compiled on a fiscal year basis, to the Director, Organizational Development & Training for the corporation.
- 18. An employee who is transferred or relocated while in the midst of a course(s) under tuition refund will be reimbursed. The employee's original unit will be responsible for the expense unless otherwise decided by the units involved and/or the Director, Organizational Development & Training.
- 19. In the event that the Company requests an employee to participate in courses, institutes, seminars, meetings, etc., conducted by educational institutions, the above voluntary refund plan does not apply. In such cases the Company will reimburse for business expenses incurred, including reasonable travel and living expenses, tuition, fees, required book costs and other instructional expenses.



RESPONSIBILITY:

It is the responsibility of the Operation's management representative with the principal accountability in Human Resources to administer this policy.

EXCEPTIONS:

Exceptions to this policy may be made only upon the prior approval of the Director, Organizational Development & Training for the corporation.



Millipore Corporation TUITION REIMBURSEMENT PROGRAM PROCEDURES

Millipore will pay 100% of the cost of tuition, books and fees for approved courses relating to job or career development plans. Payment will be made in advance for up to 3 credit hours per semester. Employees are advised not to take more than 2 courses per semester.

ELIGIBILITY

Permanent full-time—3 months after starting date

Permanent part-time-3 months after starting date

Credit hours are prorated according to the number of hours worked.

Tempprary-not eligible for program

PROCEDURE

- 1. The employee and his/her supervisor should first discuss educational plans as they relate to career development at Millipore.
- 2. A tuition payment form should then be filled out and signed by the supervisor (See form # 16, pages 05.20.00). An org. code and charge number to which the course should be charged must be assigned. Tuition forms are available from supervisors, the Personnel department, and the Education Department.
- 3. Completed tuition forms are to be submitted to the Education Department. After the forms have been authorized, they will be sent to the Accounting Department. Tuition checks are picked up in the Education Department. At least one week should be allowed for processing.
- 4. All receipts for courses and books must be turned into the Education Department as soon as possible.
- 5. When the course or semester ends, the employee must submit a copy of the grade report to the Education Department to verify completions of the course. If no grade report is issued, a letter from the school or instructor may be sumbitted. If a course is not completed, or if verification is not received, subsequent courses must be paid for by the employee who will not be reimbursed until proof of completion is received.



NCR

CORPORATE TUITION REFUND PLAN

OBJECTIVE

The purpose of the NCR Tuition Refund Plan is to encourage the development of individuals through college level academic training consistent with their abilities and interests and consistent with the needs of the Company.

POLICY

- 1. Financial assistance is offered through the Tuiton Refund Plan to encourage college level work. Graduate and undergraduate individual courses and degree programs are supported when the education is appropriately related to department, district or division objectives.
- 2. The Tuition Refund Plan is intended for full time personnel classified in supervisory, managerial, professional, sales, administrative, technical and administrative support jobs.
- 3. The appropriateness of the course or degree program to department, district or division objectives is determined by management based on the relationship to:
 - a. The individual's present job where the performance of his present assignments can be improved through acquiring additional knowledge and skills;
 - b. Retraining where the requirements of a job have changed or are changing and new knowledge and skill are required to perform the job effectively;
 - c. Preparation for qualification to a higher level job which is in the same job series or 'n a normal path of progression.
- 4. An individual must be in the employ of the Company at the time of enrollment and when a course is satisfactorily completed in order to receive a refund. (Should an individual be terminated due to a reduction in force, fees will be refunded for currently approved courses upon satisfactory completion.) "Satisfactorily completed" is understood to mean that the last class meeting has been held and a grade one level above passing has been earned. Normally, this is a grade of "C" or above. For most graduate degree courses this is a grade of "B". In those instances where courses are not "satisfactorily completed", reimbursement may be deferred for those individuals having degree approval if upon completion of the degree the individuals obtained an "accumulative C" average ("B" for most graduate degree programs.)
- 5. Courses taken for audit do not qualify for tuition refund.
- Credit given for work experience does not qualify for tuition refund. It is the intent of the Policy to reimburse for additive knowledge only.
- 7. Credit given for home study programs (even if offered by an accredited school) does not qualify for tuition refund.
- 8. It is the intent of the plan to support course work taken after normal working hours on a part time tuition basis.



ELIGIBILITY

The objective of the Corporate Tuition Refund Pian is to provide college level training of value to the employee and the company. Eligibility to participate is based on the type of job and the nature of the duties performed. The job must be one where college level training is an appropriate source of knowledge and skill for improving performance. On this basis, full time personnel classified in supervisory, managerial, professional, sales, administrative, technical, and administrative support jobs are eligible to participate.

This program is in addition to internal educational programs established by NCR to meet special training requirements for a broad range of jobs within the company for which college level training is not available or appropriate.

APPROVED SCHOOLS

Colleges with national or regional accreditation are, in general, approved. Correspondence and secretarial schools are excluded.

DEGREE AND COURSE APPROVALS

- 1. Degree programs are approved by management when the degree is related to the department, district or division objectives and the knowledge gained through the education can be effectively utilized to the benefit of the individual and the Company. As such, a degree program should include a majority of courses (70-80%) that are related to organization requirements. Should a degree program not be judged sufficiently related to an individual's work, individual courses contained in the degree that are related to the job still could be approved.
- 2. Individual courses are approved when the courses or a series of courses would benefit the employee on the job.

3. Degree Approval

- Degree programs are considered for approval by management if the degree meets the criteria stated in the policy.
- b. The approval of a degree program signifies that the Company will not only reimburse costs for courses that are job related, but also for courses required by the school to complete the degree. Reimbursement for unrelated courses will be deferred until the degree is received.
- c. Individuals considering a degree program should become familiar with the various school curricula and course alternative offered. Individuals that meet school requirements and are interested in receiving tuition support should prepare a list of major areas of study and possible electives attaching a copy of the curriculum and transcripts from past college work. Courses taken as prerequisites for admittance to graduate degree programs may be reimbursed if graduate degree program is in line with other policies governing degree approval. Complete Section II Degree Approval Record of the F6970 NCR Tuition Refund Plan form for final approval after you have discussed your educational plans with your manager.
- d. Department or district and division management will approve the degree program in relation to the policies of this plan with review by appropriate Division Personnel or Industrial Relations function.
- e: Courses taken and successfully completed prior to Degree Approval will be reimbursed through the normal procedure provided those courses were taken during the current academic year in which Degree Approval was granted (September to August).



- f. An approved degree program is subject to review when an employee transfers to another organization, job classification or school.
- g. A copy of the NCR Tuition Refund Plan F6970 will be returned to the individual after final approval by appropriate Division Personnel or Industrial Reinschns function.
- h. The student must complete Section III Enrollment Record of NCR Tuition Refund Plan F6970 at the time of registration whether or not reimbursement will be upon completion of a course or deferred to completion of the degree.

4. Individual Course Approval

- a. Tuition Refund Plan F6970 is available in each department or district. Employees are required to complete a form before registration. The department manager will specify a date when all forms must be completed and submitted for approval. This will allow the manager to consider the courses for approval at a convenient time. The form must be submitted to your Division Personnel or Industrial Relations function within 30 days after school registration dates by department or district. Failure to do so will result in no reimbursement being made.
- b. An Acknowledgement Copy #2 of the NCR Tuition Refund Plan F6970 will be returned to the department for courses approved by Division Personnel or Industrial Relations function. The student should retain this form as well as his tuition receipt.
- c. The Acknowledgement Copy #2 of the NCR Tuition Refund Plan F-6970, tuition receipt and grades should be submitted to management at the completion of the course. The manager will review these records and prepare Section IV Request for Reimbursement of NCR Tuition Refund Plan F-6970. The F-6970 and copies of the tuition receipt and grade received should be forwarded to the appropriate Division Personnel or Industrial Relations function.
- d. Reimbursement will be included in a forthcoming paycheck.

5. Unrelated Course Work:

- a. Courses which are unrelated to an individual's work based on the criteria established in the policy statement are not reimbursed unless the courses are required to complete an approved degree.
- b. Unrelated courses which are required to complete a degree are reimbursed at the time the degree is received. However, the employee should submit the Acknowledgement Copy #2 of the NCR Tuition Refund Plan F-6970 along with a copy of the tuition receipt and grade received at the time an unrelated course is completed.

AMOUNT OF TUITION REFUND

- 1. Reimbursement will be made for the normal tuition, laboratory and enrollment fees for all approved courses. Tuition and fees are based on PART TIME fee schedules only. Late registration fees are excluded unless the employee is on Company business during the registration period.
- 2. Other charges such as service fees for extending tuition payments over a school term, cost of duplicate records or transcripts, parking, books, and activity fees are not included.
- 3. The Company cannot assure a student that refunds for one term will be received in time to pay fees for the next term. It is important to follow the procedures outlined in this policy if the employee is to avoid delays in receiving his refunds.



4. Financial support is determined from the following chart:

100% Refund at:

Completion of Course

Completion of Degree

Individual Approved Courses

×

Courses in an Approved Degree Program:

- 1. Those meeting NCR participation requirements.
 - Those mounty from participation requirements.
- 2. Those not meeting NCR requirements but required to complete the Approved Degree

×

COURSE APPROVAL CONSIDERATIONS

- 1. Since duties and assignments of personnel vary within an organization to a marked degree, a specific list of "approved" subjects is not feasible. What would be an approved course for one person may not be approved for another because of a difference in their assignments.
- 2. For example, an employee working in an area where knowledge of electrical or electronic principles is required, then electrical engineering or electrical technology courses and degree programs would be approved.
- 3. Knowledge which contributes to an individual's overall development may be approved. An example is a buyer in Purchasing desiring to take a course in business law; or an engineer desiring to study public speaking, English composition, or technical writing. Consideration is given to the application of such courses to insure that approval is consistent with the policies of this plan. Courses which are generally non job related include literature, history and philosophy.
- 4. Business administration courses and degree programs are approved for marketing and administrative personnel or individuals who are being considered for management positions within the next two or three years. Professional employees working in areas where technical knowledge is required are encouraged to take advanced courses in technical areas. Requests from individuals in technical areas to study in the field of business will be reconsidered if, at a point in time, the individual assumes administrative duties or is being considered for management.
- 5. Personnel receiving reimbursement through the Tuition Refund Plan must maintain a satisfactory job performance level with the increased burden of college course work.

OTHER TUITION ASSISTANCE

- 1. Employees eligible for assistance under the G.I. Bill, scholarships or other public funds are not eligible for refunds through the NCR Tuition Refund Plan unless fees for the subject exceed the amount received through this assistance. In such cases, the company will refund the difference between the amount received and the amount allowable through the refund plan.
- 2. If, at a later date, it is determined that a tuition refund was received by an individual who also received funds through other tuition assistance plans, a reimbursement will be requested by the Company.

DEFERRED PAYMENTS

1. Payment of deferred tuition is made at the time an approved degree is completed. A transcript from the school and a list of the courses for which deferred payment is due should be submitted with the request for payment to the appropriate Division Personnel or Industrial Relations function.



- 2. The eligibility for payment of deferred refunds will be based on the policy statement in effect at the time the course was taken.
- 3. A person must be an employee of the Company at the time the degree is completed in order to be eligible for payment for deferred courses; that is, if a person completes his degree after leaving the Company, NCR assumes no responsibility for reimbursing him for deferred courses even if he was employed by the Company at the time the courses were taken.
- 4. Graduation fees are reimbursed at the time the final deferred payment is made.
- 5. Graduates must submit a copy of their diploma with their final NCR Tuition Refund Plan F6970 Request for Reimbursement.



Pacific Gas & Electric Company Tultion REFUND PLAN

PURPOSE

1. This Standard Practice outlines policies, preparation, approval, and processing procedures of Tuition Refund Applications for monthly-salaried, exempt employees and weekly-paid employees not covered by a bargaining unit.

DEFINITION

2. In this Standard Practice the term "employee" means monthly-salaried, exempt employees and regular status, weekly-paid employees not represented by a bargaining unit.

POLICIES

ELIGIBILITY

- 3. Employees on the active payroll are eligible to participate.
- 4. Employees on Long-Term Disability may be eligible as determined on a case-by-case basis by the Committee for Rehabilitation of Physically Impaired Employees.
- 5. Summer and part-time employees and employees on leaves of absence are not eligible to participate.
- 6. Employees must still be employed by the Company on the completion date of course(s). The Company's obligation is voided if an employee voluntarily terminates employment or has been discharged for cause.
- Employees unable to complete an approved course due to Company-initiated transfer or excessive mandatory overtime will be reimbursed. The instructor must verify satisfactory progress as of the date of withdrawal.
- 8. Employees laid off while attenting an approved course will be reimbursed.
- 9. Employees qualifying for financial assistance through a Federal or State Veteran's Educational Assistance Program are not eligible to participate.
- 10. Employees taking courses on Company time are not eligible to participate. Employees interested in taking courses on Company time should refer to Standard Practice 762-2, "Attendance at Conferences, Conventions and All Training Programs."
- 11. Employees whose work assignment and desired academic load are not compatible will not be eligible to participate.
- 12. Employees repeating courses which have already been reimbursed under the Plan are not eligible.

INSTITUTIONAL REQUIREMENTS

- 13. Courses taken (regular, evening, correspondence, or extension divisions) must be through accredited in attitutions listed by the:
 - Western Association of Schools and Colleges, or



- b. Directory of Accredited Private Home Study Schools approved by the Accrediting Commission of the National Home Study Council.
- 14. Exceptions to the above requirements require special approval from the Training and Management Development Section, Personnel Relations Department.

COURSE/DEGREE PROGRAMS APPROVAL CRITERIA

- 15. Courses which are not part of a degree program must:
 - a. Have a significant, positive impact on the employee's current job performance; or
 - b. Prepare the employee for anticipated, future assignments within his/her department.
- 16. Employees wishing to enter degree programs may do so upon recommendation of the supervisor, and approval by the Division Manager or General Office Department Head. The criteria used to determine the validity of the employee's participation in the degree program should be:
 - a. Completion of the program will have a significant, positive impact on the employee's current job performance: or
 - b. Completion of the program is part of the employee's developmental plan which has been approved by the Department Head and the appropriate Personnel Representative.

Courses contributing to the completion of a degree program will be approved.

17. Courses or credits that are based on, or obtained through, life or work experience will not be approved.

APPROVALS REQUIRED PRIOR TO ENROLLMENT

- 18. Application must be completed by the employee.
- 19. Application must be recommended by the supervisor.
- 20. The application must be reviewed by:

Divisions		—the Division Personnel Manager		
Executive Vice President and Chief Financial Officer (includes Comptroller's, Rates and Valuation, Computer Systems and Services, Finance and Insurance		the Personnel Director		
Facilities and Electric Resources	Development	—the Personnel Director		
General Construction		—the Personnel and Clerical Services Manager		
Pipe Line Operations		—the Supervisor, Personnel and General Services		
Senior Vice President-Operations Electric Operations, Gas Op Customer Operations and G	erations,	—the Director of Personnel		



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21. Approval must be granted by the Division Manager or General Office Department Head, subject to the policies outlined in this Standard Practice.

AUTHORIZATION OF TUITION REFUND

22. The Division Personnel Manager or General Office Department Personnel Representative will authorize the request for the refund check. (Refer to paragraph 21 for list of representatives.)

REFUNDS

- 23. Refunds will be authorized upon proof of successful completion of an approved course.
 - a. A grade of "C" or better is required.
 - b. For nongraded courses, a certificate of successful completion or a letter to that effect from the institution is required.
 - c. A grade of "C" or better must be maintained for each course of an extended course of study (correspondence).
- 24. If a correspondence course of study extends more than one year, annual reimbursements will be made by submitting a Tuition Refund Application for lessons completed during each calendar year.
- 25. Refund limits for a given calendar year (January 1 through December 31) are:

No.	
in a	

		Amount
a.	Weekly-paid employees not covered by a bargaining unit	\$250
b.	Monthly-Salaried, exempt employees	\$1,800
C.	Officers, General Office Department Heads, and Division Managers	No Limit

26. The start date of the course determines the year to which the refund is applied.

27. Refunds are calculated as follows:

		Percentage of Covered Costs
a.	Courses involving classroom-type participation	90%
b.	Correspondence "home study" courses	75%
C.	Officers, General Office Department Heads, and Division Managers	100%

28. Cost covered:

- Tuition
- Registration fees
- Graduation fees
- Laboratory fees

29. Costs not covered:

- Textbooks (unless included in correspondence course fees)
- Food
- Lodging
- Transportation
- Deferred or time payment fees
- Examination fees (i.e., GMAT, SAT, PE, etc.)

GENERAL

30. Employees are responsible for payment of all costs in connection with the course(s) selected.



Pratt & Lambert TUITION AID PLAN

PURPOSE

This Plan is intended to provide financial assistance and to encourage employees of PRATT & LAMBERT-INC. to pursue a formal course of study to acquire skills and knowledge which will assist them in their current job assignment.

ADMINISTRATION

The Plan will be administered by the Industrial Relations Department.

ELIGIBILITY

Any full time employee of Pratt & Lambert-Inc., who has completed six months of service with the Company prior to registration in the course.

APPROVED PROGRAMS

Courses must be given by an accredited college or university and must be approved by Pratt & Lambert-Inc. Correspondence courses will not be approved.

To merit approval, courses must improve the value of the employee to Pratt & Lambert-Inc. Preferably they will be in chemistry, chemical engineering, paint technology or business management. However, other courses may be approved if they are part of a formal program leading to a degress in these fields,

APPLICATION

Application for Tuition Aid must be submitted in duplicate to the employee's immediate supervisor for approval prior to registration. A separate application must be submitted for each semester or period of study of not more than six months even though a course may continue for more than one semester or period. In all cases, employees will be informed, in writing, as to the final disposition of each request.

REIMBURSEMENT

Employees will be reimbursed at the end of each semester or period of study of not more than six months, limit six credit hours per semester in any year, for tuition plus registration and laboratory fees not covered by Veterans' Educational Benefits. The cost of books and any other fees, such as for activities or late registration, will not be reimbursed. The amount reimbursed, up to the maximum will depend upon the grade received:

Grado "A"	. 100%
Grade "B"	75%
Grade "C"	50%
Grades "D" or "F"	0

To be reimbursed, an employee must have his copy of the application form certified by the educational institution (instructor, registrar, etc.) to indicate the course completed and the grade received. Then he must submit the certification plus receipts for tuition and other allowable fees to the Industrial Relations Department. Reimbursement will be made by check after authorization from the Industrial Relations Department.



Walt Disney Productions Educational Reimbursement Program

APPLICANTS.

- 1. Applicants must have been employed by Walt Disney Productions with at least six months of continuous service.
- 2. Only permanent employees are eligible.
- 3. To be reimbursed, eligible employees must enroll in and successfully complete qualified courses through recognized schools or colleges.
- 4. Any employee who terminates his/her employment within one (1) year following the completion date of any course(s) shall be liable to refund to the company any reimbursement received.
- 5. Any employee who fails to provide evidence of satisfactory completion and proper receipts following course completion shall be liable to refund to the company any advance payment.
- 6. If an applicant is presently receiving reimbursement from any other source, reimbursement under this plan will be limited to the difference between the outside source and the company reimbursement the applicant qualifies for.

PLAN COVERAGE

- 1. It is not the company's intent to reimburse an employee for pursuing a pre-planned college education.
- 2. Courses must be of an educational or technical nature, and related to the employee's present job duties or those to which he/she will be assigned in the foreseeable future as determined by his/her management.
- 3. Courses may be offered by any accredited school, college or university. Certain private schools and special courses may qualify for eligibility. However, under normal circumstances, correspondence courses, workshops, conferences, seminars, and classes as part of an accelerated advance degree program would not qualify. Please check with your Division Training Office or the Disney University prior to registration.
- 4. Reimbursement will be limited to the cost of books and a maximum of \$180.00 per unit cost of tuition. Costs in excess of these fees will be the responsibility of the employee. Exceptions to this policy require the approval of the respective Division Vice President or Director and the Director of Employee Relations.
- 5. Reimbursement is limited to a maximum of two (2) courses per term.
- 6. All qualified non-salaried employees may apply for 75% reimbursement, and all qualified salaried employees may apply for 100% reimbursement for tuition and books for any job-related course.
- 7. 75% or 100% reimbursement will be paid upon successful completion (a grade of "C" or better for undergraduate courses; a grade of "B" or better for graduate courses). Employees must submit a transcript of grades and receipts itemizing expenses to the Disney University within three (3) weeks of completing the course(s).
- 8. Any qualified employee may receive 100% reimbursement for tuition and books in advance when requested by the Division Vice President or Director to take a job-related course. Grades and receipts must also be submitted as outlined above. All application, registration, transportation, parking, equipment and



material costs, if approved in advance by the Division Vice President or Director, should be listed on an expense report and submitted each month to the employee's Division.

9. This plan is not retroactive.

HOW TO APPLY

- 1. Please read the Guidelines section of this plan to acquaint yourself with the terms, conditions and procedures
- 2. Complete the attached application.
- 3. Obtain the recommendation and signature of your immediate manager and submit the application to your Division Employee Development Representative. The application is then forwarded to the Disney University. (The Division Vice President or Director must approve all 100% applications.)
- 4. The completed application will be reviewed by the Disney University. You will be notified of the approval or disapproval of your request in writing no later than two (2) weeks after receipt of the application.
- 5. To ensure reimbursement for a course, applications must be made three (3) weeks prior to registration and/or payment of fees. By following this procedure, applications may be considered and approved or disapproved prior to registration and payment of fees.
- 6. A transcript of grades, plus receipts itemizing expenses for tuition and books must be received by the Disney University no later than three (3) weeks after completion of the course(s).
- 7. For Division Vise President or Director requested courses 100% payment will be made prior to registration and payment of fees. A letter of request signed by the Division Vice President or Director must accompany the application.



CHAPTER III

THE IMPACT OF CORPORATE TUITION REIMBURSEMENT PLANS ON EMPLOYEE PERSISTENCE IN EDUCATIONAL PROGRAMS

P. Anthony Giorgio, Ph.D. President, A. Renwick Group

Employees and employers alike are feeling the impact of rapid technological change upon their economic futures. Both see increased training and education as a means to establishing greater economic security and personal success. Employees need to develop new skills and competencies to maintain their current positions or to prepare themselves for promotion and advancement. Employers must cope with the impact of technological change on their ability to remain competitive in the market place.

According to recent statistics from the U.S. Department of Labor, more than 60% of current jobs, and nearly 80% of available jobs by 1990, will be in the service sector of the U.S. economy. This trend is a major reason why employers will continue to find it necessary to provide financial support for the education and training of their employees. Productivity will be directly related to the synergy between modern technology and a highly trained labor force. Training and education will be a cornerstone of future business strategies addressing the development of human capital.

Corporations are investing billions of dollars in the education and training of their employees to meet the mounting demand for a more highly competent and skilled workforce. Corporate tuition-reimbursement plans are one significant part of this escalating investment. Reimbursement plans are specifically designed to provide financial assistance to full-time employees enrolled in educational programs offered by colleges and universities. Between two and five billion dollars are spent annually by U.S. corporations in such tuition-reimbursement plans.

It is estimated that between seventeen and twenty-four million employees are eligible to participate in these plans. Upon closer examination it is clear that this form of employee benefit is rapidly becoming an expense that requires careful discussion, analysis, and planning.

Most employees under corporate tuition reimbursement plans enroll as part-time students and continue to work full-time. This is generally a condition of these corporate plans. Employers provide financial support for approved courses or degree programs as long as employees successfully complete these courses and/or programs. Recently more corporate decision-makers are examining the cost effectiveness of this investment and they are seeking to identify and measure the real internal benefits of their investment in the continuing education and training of employees under corporate tuition-reimbursement plans.

In a recent study (Giorgio, 1983) an analysis was done of the relationship between corporate tuition-reimbursement and employee persistence in the learning process. Prior to this study, no research had been done on the relationship between persistence and corporate tuition-reimbursement and no data was available on the relationship between corporate tuition-reimbursement and employee goal expectation and achievement. This chapter presents an overview of relevant literature on employee persistence will be presented.



A REVIEW OF STUDIES THAT EXAMINE STUDENT MOTIVATION

Several critical variables have been identified which show the influence of tuition-reimbursement upon employee persistence. Foremost among these related variables were: (1) the sex of the employee; (2) the expected goals of employees; and (3) the achieved goals of employees. Five categories of goals expected and achieved were included. They were academic, career preparation, job-or-career improvement, social and cultural participation, and personal development.

Student (employee) motivational factors may be considered the sine qua non of persistence, and therefore, the most important target of persistence research. Motivation for learning is a function of the interaction between psychological factors and external environmental variables, or at least the participants' perception and interpretation of environmental factors. Given a renewed emphasis on need diagnosis we must understand, predict, and control processes associated with participant motivation.

Several different studies have resulted in the identification of a variety of factors related to participation. Borich (1970) stated that, some of the motivational factors receiving serious consideration included: (1) improved competence; (2) prestige; (3) financial gain; (4) formal study difficulty; (5) administrative (management) persuasion; (6) economic sacrifice; (7) better job opportunities; and (8) supervisor-peer support. Radcliffe et. al. (1970) discovered that no matter how ideal a training environment may be, the trainee's purpose and application of time, energy, and intellect toward achieving a skill, must stem from his own motivation. Ayers (1979) concluded that the impact of external factors like personal contact, economic gain, societal pressures, career advancement and enrichment were only a partial picture. She suggested that internal motivators were essential to stimulate the learner (employee) to act.

The relative importance of education probably comes into operation when the employee is confronted with both external and internal pressures. The employee must decide whether to participate, to continue, and/or to leave the learning process. Niemi and Niemi (1978) concluded that such a decision could involve: (1) personal variables like the decision-maker's goals, needs, educational background, and family commitments; and (2) situational variables like the reputation of the institution and its entrance requirements. Other personal variables (i.e. age, sex, race, etc.) and situational variables (i.e., corporate tuition reimbursement, employer attitude, promotion opportunities, etc.) may also influence employee participation and persistence.

In a study conducted by Bishop and Van Dyk (1975), it was found that job-related aspirations played an important role in shaping the reasons given by women for returning to college to work for a degree. One of the inherent difficulties in the learning process is that the behavioral objectives are often imprecise and, therefore, employees attending may expect certain outcomes, the course instructor may expect a different set, and the employer paying the tuition may expect still another set (Salinger, 1973). Gorter (1978) observed that fewer non-returning than returning students had original goals of upgrading skills. But she also notes that more of the non-returning students than returning students had original goals of job-preparation or job transfer (Gorter, 1978). Differences between the sexes in reasons for learning are more pronounced among learners than would-be learners (i.e., men more often cited job advancement and the requirements of an employer while women, particularly housewives, more frequently mentioned personal fulfillment, curiosity, and getting away from the routine, of daily living (Carp, et. al., 1975).

Frost (1980) concluded from her study of 34 men and 35 womer, that those learners who were more career oriented, and thus more motivated, were more successful. Employers recognizing this have encouraged employees by a variety of incentives. Firms use promotional opportunities and tuition refunds more frequently than time-off with pay as inducements for employee involvement in out-of-company education (Schroeder and Sapienza, 1968).



Morstain and Smart (1974) suggested that a counselor of the part-time learner (e.g. full-time employee studying on a part-time basis) can have an impact upon learner/employee expectations by improving learner participation and persistence. Employees are much more negative than supervisors about the value and usefulness of both the training and counselling they receive as factors in their future development (Salinger, 1973).

Tough discovered that almost every student has more than one reason for engaging in a learning activity (Cross, 1981). A second finding of Tough was that adult students are most frequently motivated by the utility of knowledge or skill sought. In 1965, Johnstone and Rivera concluded that a major emphasis in adult learning is on the practical rather than the academic; on the applied rather than the theoretical; on the skills rather than on the knowledge or information (Cross, 1981).

The literature suggests a linkage between goal expectations and goal achievement. Reehling (1980) concluded that self-improvement and education were equally cited reasons for continuing education among women surveyed in 1972. In a follow-up study (1978) with the same women, three-fourths had continued their education, but only half had reached the level planned in 1972. The women in the follow-up study also cited self-improvement as the main reason for continuing their education (Reehling, 1980). This study demonstrates the need to look closely at the goals expected and achieved by learners/employees.

Ulmer argued that a student who has a clear view of how the knowledge received will help him realize his personal goal will almost certainly be a more confident student (Ayers, 1979). Increased success in the learning process may help build self-confidence. Therefore, the employee who experiences these successes should continue to be motivated to continue. Success in college is found to be related to the ability to translate long-range goals into a viable major (Frost, 1980). Clarity of expectations appears to be the controlling element in the success of learners and the continued growth of self-confidency by the learner.

This observation raises an interesting question for employers offering tuition reimbursement to employees enrolled in colleges and universities. Particularly since Salinger (1973) concluded from his research that external training courses (i.e., college-based) tend to be too general or contain material irrelevant to the employee. This irrelevance may be due in part to scarcity of discussions between employees and supervisors before participation about expected behavioral changes (Salinger, 1973). It is also generally agreed that when learners/employees are helped to establish a reasonable and attainable goal that their motivation for learning will be maintained at higher levels than it would be without such help (Radcliffe, et. al., 1970). The critical question requiring employer attention is whether sufficient attention is paid to building a clear set of employee expectations before granting approval for participation in the reimbursement plan. Without such counselling and realistic goal-setting, success is rather uncertain, and as such, meaningful yield from the training even more unlikely.

In 1965, Johnstone and Rivera examined the reasons adults gave for participating in educational activities. They developed a check list which when tabulated yielded 37% for personal enrichment and 36% for job related. Nearly ten years later, Carp, Peterson, and Roelfs (1974) reported that 55% of their sample cited personal enrichment reasons and 18% cited job-related reasons. Participants (employees) who set realistic educational goals have a far greater chance of realizing these goals than those who do not carefully plan and establish such goals (Reehling, 1980).

A relationship appears to exist between the nature of learner goals and the realities of his/her employment status. Abbey's research presented at the 1968 National Seminars on Adult Education noted that respondents to his survey saw additional education as an assurance of regular employment or employment in more desirable occupational areas. Several other conclusions can be drawn from the work of



Gorter (1978) in which she discovered that the main reasons for *non*-participation were: (1) lack of motivation; (2) lack of goal direction and commitment; and (3) dissatisfaction with a particular program or course.

Too many adults have been disappointed when education does not automatically translate into career advancement (Rogers and Shore, 1980). In the 1960's, there was an increase in the participation of adults in colleges because there was a strong demand for employees with college training. As this demand met with a growing surplus of college graduates however, the rate of adult participation began to decline (Bishop and Van Dyk, 1975). The surprisingly low participation rate by employees in corporate tuition-reimbursement plans may be partially explained by the decline in the upward mobility options for many working adults. Thus the motivation to complete college must come from intrinsic rewards. Yet, Peng and Fetter (1977) concluded that some external rewards such as being able to obtain a better job and quality of life, may motivate some students to overcome academic or other problems and stay in the learning process.

Despite the fact that tuition benefit plans are almost universal among the Fortune 1000 companies, there appears to be a general underutilization of the tuition-reimbursement programs by employees. O'Neill (1981) concluded that institutional barriers (i.e., structure of the policy, tax laws, responsiveness of colleges, etc.) contributed to the underutilization of tuition-reimbursement plans by workers. Unfortunately, underutilization by employees is not a recent phenomenon. Companies have tried many types of stimuli to encourage greater participation by eligible employees. In a study by Schroeder and Sapienza (1968) they presented data on how Florida companies tried to stimulate participation. They discovered that 67% of the Florida firms with 200 or more employees regularly notified their employees about the availability and nature of external educational programs.

Many forms of formal communication systems have been developed by companies in other parts of the nation to stimulate participation. Some companies have established cooperative partnerships, or linkages, with area colleges offering academic advising, course registration, book sales, and course work at the business location. A wide array of course schedules have been developed including early-bird (pre-workday courses), shared-time, partial workday and employee time) and after work courses. Offerings have included graduate and undergraduate credit courses, specially designed non-credit workshops, seminars, and courses, in-plant research and evaluation activities. Examples of business-campus linkages are listed in an American Council on Education directory edited by Dr. Dorothy C. Fenwick. The directory cites collaborative post-secondary/business programs including location, leaderships and information about content, cost and participants (Fenwick, 1983).

Tuition-aid has vast potential as a human resource development tool in the 1980's. For companies, unions, workers, and educators alike, this method of financing education and training opportunities offers great promise (Rogers and Shore, 1980). Using 1970 U.S. Census Data Van Dyk and Bishop (1975) discovered that among married students attending college, 85% of the husbands and 24% of the wives were employed full-time outside the home. The National Manpower Institute estimates that at least two out of every ten workers in the nation have employer-financed tuition-aid benefits (Knox, et. al., 1978). A 1978 study by the American Telephone and Telegraph Company indicated that although 93% of the large corporation surveyed help employees defray their education costs, the number of employees who take advantage of tuition-reimbursement programs has declined from 5.3% in 1972 to only 3% in 1978 (Human Resources Department, AT & T, 1977).

One can speculate on why this decline has occurred. Perhaps some of it is due to the perceived decline of advancement opportunities in most major corporations today. There may be other perceived institutional barriers as well. When workers were asked by Abromovitz (1977) to rank the most significant institutional barriers to the use of tuition-aid plans, the two most frequently cited problems

were provisions restricting tuition-aid to job-related courses and provisions for reimbursement only after course completion.

A survey of the Fortune 500 companies conducted by the Conference of Small Private Colleges during the summer and fall of 1980 provides valuable information concerning the "barrier" of job-relatedness for reimbursement:

...Prior to January 1979, the Internal Revenue Code imposed significant tax liabilities on payments for education which were not job-related. Under the tax code, the key test for deductability has been whether the courses for which tuition was reimbursed were aimed at (1) maintaining or improving skills required in a job; and (2) developing skills needed to keep a job. Compensation received for courses aimed at qualifying someone for a new job could not be written off by the Employee. Effective January 1, 1979, employers could write off the cost of helping employees prepare for promotion or a new job and thus relieve the employee of the tax burden. Employer assisted education programs are now a cost-effective way for a firm to enhance its affirmative action program and employee career development efforts... (O'Neill, 1981).

The American Society for Training and Development estimates that U.S. employers, public and private, are spending over \$30 billion dollars annually on employee development (Walter, 1982). This amount is nearly half of the estimated total amount expended on traditional higher education annually.

The Carnegie Task Force on Education and Employment (1979) maintained that long-range planning to meet human resource and production needs is increasingly important, not only because of changing demographics, but also as a result of technological change, shifts in world markets, and affirmative action goals (Kerr, 1979). The Task Force recommended that employers: (1) carefully plan short-and long-term responses to changes in the availability of persons entering or re-entering the work force; (2) give special attention to restructuring jobs; (3) exhibit flexibility where possible to encourage job sharing, part-time and intermittent work; and (4) develop ways to help those with little work experience become productive on the job.

Several paradoxes exist in the analysis of corporate tuition-reimbursement for employees who are working full-time. Employees infrequently believe that they are receiving the training and development needed to do their present job properly and/or the training and development needed to help them realize their potential (Salinger, 1973). Researchers have consistently found that full-time employment has a significant negative effect on freshmen persistence (e.g., Kohen, et. al., 1978; Astin, 1975; Iffert, 1958), however, Kohen (et. al., 1979) found that among juniors and seniors this effect was no longer present (Ramist, 1981).

THE IMPACT OF CORPORATE TUITION-REIMBURSEMENT ON EMPLOYEES

In 1983 Giorgio studied a group of part-time students attending four year colleges and universities, with a representative sample drawn from a specific university's population of these students. Selected sets of goals categorized as: (1) academic; (2) career preparation; (3) job-or-career improvement; (4) social-and-cultural participation; and (5) personal-development and enrichment were used in the research as dependent variables. The study compared the five categories of goals expected and goals achieved as reported by persisters and non-persisters receiving or not receiving corporate tuition-reimbursement. The main and interactive effects upon the dependent variables (goals expected and goals achieved) from the independent variables of persistence, tuition-reimbursement and sex were examined.

Prior to the actual selection of the representative sample from the population, some necessary preliminary research was conducted. Major manufacturing, insurance and financial insututions throughout



the Hartford metropolitan area were contacted and asked to provide requested information and copies of their corporate tuition-reimbursement plans. An analysis was then conducted to determine the degree of similarity, or lack thereof, between the plans. Some differences were discovered, but the similarities were far more prevelant than were the differences.

Twenty-one (80%) of the companies contacted responded and were compared on the following points:

- 1. Percent of payment;
- 2. Length of employment necessary to qualify;
- 3. Range and maximum annual support;
- 4. Amount of credits supported per semester/year;
- 5. Minimum grade required for reimbursement;
- 6. Miscellaneous (including such items as: payment services, work-relatedness, approvals required, time frame, degree verses non-degree, types of institutions approved for study, and method of payment).

In each case, the data was grouped so an analysis of similarity (and dissimilarity) was possible. The results of the analysis of percentage of payment to employees are shown below.

TABLE I

Percentage of Reimbursement Payment
To Employees by Employers

	50-60%	60–70%	70–80%	80-90%	90–100%
Undergraduate	.09		.42	.09	.38
Graduate			.23	.09	.57

Table I shows that eighty percent of the sample pay between 70%-100% of the undergraduate and graduate costs.

The length of service required by employers before employees are eligible for tuition-reimbursement was also analyzed.

TABLE II Length of Service Required by Employers Before Employees are Eligible for Tuition-Reimbursement

Number of Days	0–90	90–120	120–180	180–360	365 or more
Percentage of Companies	.52	.28	.00	.23	.00

Eighty percent of those sampled (Table II) require service between the first day and the 90th day before the employee is eligible for tuition-reimbursement. This high frequency suggests that the time eligibility is relatively consistent among companies surveyed.

Data comparing the maximum amount of tuition-reimbursement paid by employers are shown in Table III.

TABLE III

Maximum Reimbursement Paid
by Employers Annually

	\$1-1000	\$1000-2000	\$2000-
Undergraduate	.04	.19	.66
Graduate	.04	.19	.66

Sixty-six percent of the respondents indicated that they paid \$2000 or more toward the costs approved under the corporate tuition-reimbursement plan.

The number of credits earned does not appear to be significantly different among the plans; sixty-six percent had no stated limit. The plans were also similar with regard to allowable credits per year; 28% reimbursed employees for between 10 and 15 credits per year.



TABLE IV

Maximum Number of Credits per Year Reimbursed by Employers

	1-3	5–10	10-15	No Limit
Undergraduate		.04	.28	.66
Graduate		.04	.28	.66

Ninety-nine percent of the respondents expected employees to pass their courses to receive financial support. This is the greatest similarity in all the plans.

TABLE V

Distribution of Minimum Grades Required by Employers Before Reimbursement is Paid

	Minimum Pass	C or Better
Corp. Distribution	.71	.28

Several other items were compared in the plans sampled. The relative distribution of these items is shown in Table VI.

TABLE VI

Miscellaneous Characteristics of Corporate Tuition-Reimbursement

Item Noted	PCT
Course must be related to job	.85
Course must be in degree program	.57
Accredited College	.52
Supervisor/Personnel Dept. Approval	.47
Study outside of work, hours	.38
Payment for tuition, fees	.23
Payment for tuition, fees, books	.14
Payment for tuition only	.09
Payment in advance	.04
Verification of costs	.04
Post-study employment promise	.04

The next major step was the analysis of responses from the representative sample of employees. The data collected from the sample was coded and keypunched into data cards and onto a data tape. To determine the variance between groups on the dependent variables of goals expected and goals achieved, a multivariate analysis of variance (MANOVA) was used. In instances where there are several independent variables and more than one dependent variable, it is deemed the most appropriate procedure for measuring significant statistical differences. A graphic representation of a MANOVA design is shown in Table VII.



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MANOVA Design With Three Independent Variables and Five Dependent Variables

Independent Variables			Dependent Variables					
		Go	Goals Expected					
Group	Sex	Tuition Reimbursement	ACE	CARE	JOBE	SOCE	PERSE	
1	-1	1	×	x	x	x	x	
1	1	1 .	×	x	×		X _n	
2	2	2						
3	3	3			•	•		
•		•					,	
•		•				,		
•	.	•						
n	n	n	X _n	X _n	X _n	X _n	X _n	

The variables selected for testing across the treatment groups were academic goals expected and achieved, career goals expected and achieved, job-goals expected and achieved, social goals expected and achieved, and personal goals expected and achieved. These variables represented the dependent variables, while sex, corporate tuition-reimbursement and persistence were the three independent variables.

DATA ANALYSIS AND CONCLUSIONS

A total of 489 students/employees were sent the SIS Student Questionnaire. A small number (79) of the sample could not be reached. This percentage (16%) was culled from the research. The response rate for the study was 61% after graduates were also excluded. This represented two-hundred and twenty-five respondents.

Standard demographic data were collected in the research, including sex, ethnic origin, age ranges of the respondents, and marital status. Each of the demographic variables were crosstabulated by group to determine if any statistical differences were found. In each instance, a Chi-Square value was gen-

erated and evaluated for significance level against a design confidence level of .05. The following conclusions were drawn concerning the relationship between the four groups in the study:

- 1. The groups did not differ significantly on the variable sex.
- 2. The groups did not differ significantly on the variable of ethnic origin.
- 3. The groups did not differ significantly on the variable of age range.
- 4. The groups did not differ significantly on the variable marital status.

Two other situational variables were crosstabulated with the four groups. They were (1) degree sought and (2) student status. The results of this analysis was:

- 1. The groups did differ significantly on the variable of degree sought.
- 2. The groups did differ significantly on the variable of student status.

Much of the differences on the variable of degree sought may be explained by the disproportionate percentage (76.5%) of the sample found in the persister group with corporate tuition-reimbursement. Also the fact that 87.0% of the sample were degree seeking students verses non-degree students helps explain the significant difference between the groups on the variable of student status. The statistical results appear to support the conclusion that the presence of corporate aid in the form of tuition reimbursement influences both persistence and degree seeking activity of part-time students receiving such support. Subsequent analysis further explains the influence of corporate tuition-reimbursement. Three general areas of concern were addressed: (1) Is corporate tuition-reimbursement related to persistence in part-time learners? (2) Do goals expected and goals achieved differ among part-time students stratified by persistence, sex, and corporate tuition-reimbursement? (3) Is corporate tuition-reimbursement related to the reasons given for leaving the learning process by part-time learners? These concerns were formulated into six research questions:

- 1. Does corporate tuition-reimbursement affect persistence in part-time learners who are also full-time employees?
- 2. Do persisters with corporate tuition-reimbursement differ from persistence without corporate tuition-reimbursement on goals expected and goals achieved?
- 3. Do persisters with corporate tuition-reimbursement differ from non-persisters with corporate tuition-reimbursement on goals expected and goals achieved?
- 4. Do persisters without corporate tuition-reimbursement differ from non-persisters without corporate tuition-reimbursement on goals expected and goals achieved?
- 5. Do non-persisters with corporate tuition-reimbursement differ from nonpersisters without corporate tuition-reimbursement on reasons for leaving?
- 6. Does the sex of the learner make a difference on goals expected and goals achieved?

It was concluded that a statistically significant relationship does exist between corporate tuition-reimbursement and persistence. Persistence is greater among part-time students receiving corporate tuition-reimbursement than among those part-time students not receiving such support. This relationship was found to be significant at the .001 confidence level. It appears the corporate tuition-reimbursement has a positive impact upon the decision to remain in the learning process by the part-time student attending under such tuition support plans.

Another area of concern dealt with whether statistically significant differences existed in the mean scores of the variables "goals-expected" and "goals achieved" among persisters, rion-persisters, stu-



dents with and students without corporate tuition-reimbursement, and men and women. When an analysis was done using all three independent variables simultaneously, no statistically significant differences were found. This finding suggests that corporate tuition-reimbursement, when combined with the sex of the employee and employee persistence, did not exhibit a statistically significant relationship to either the expected or achieved goals of employees.

When each of the independent variables was tested separately, statistical differences were shown between persisters and non-persisters in the area of expected academic goals. Persisters expected fewer academic goals than did non-persisters. This finding supported the work of Haag (1976) who found that persisters (life-space learners) had continuous learning patterns, whereas, non-persisters (life-chance learners) were more spasmodic and ceased to attend when the goal or deficiency was remedied. Reehling (1980) cited the importance of goal setting in persistence and Frost (1980) did research on the importance of clear goals in persistence. Both of their earlier findings were supported by the Giorgio (1983) research.

The sex of the employee, when examined separately, was also found to be statistically significant in the area of career goals expected. Male employees expected fewer career goals than did female employees. The greatest difference was found among female employees with corporate tuition-reimbursement who had dropped out of the learning process. One can speculate upon the significance of this for employers. Perhaps female employees have greater career goals when they begin the learning process, but then elect to drop out when these expectations are not realized, or appear unlikely to be fulfilled in the foreseeable future. If this is the case, employees might seek to examine the career opportunities available to women and the correlation between these opportunities and educational programs supported under corporate tuition-reimbursement plans.

In addition, when corporate tuition-reimbursement was examined separately, a statistically significant difference was found in the mean score of job goals expected between individuals with such support and those without corporate support. Employees with tuition support from their company had a greater number of job goals than did employees without corporate tuition-reimbursement. This finding suggests that the presence of corporate support may be a motivator for employees to participate in learning programs which appear to improve their job situation.

When the independent variables were tested separately with employee goals achieved, several significant results were discovered. Statistically significant differences were found between persisters and non-persisters in the areas of academic, career, social, and personal goals achieved. Persisters achieved more of their academic, career, social, and personal goals than did non-persisters. Sheffield's (1968) conclusion on the importance to persistence of personal and social orientations to learning is supported by this finding. The work of Frost (1980) is also supported since she concluded that students who were more career oriented were more motivated and thus more successful. The research of Ayers (1979) on student confidence and the importance of realizing personal goals also appears to be supported by the results of this study.

Corporate tuition-reimbursement was found to have a statistically significant relationship to job goals achieved by employees receiving such support. Employees with corporate support achieved more job goals than did employees without such support. One might infer from these results that corporate tuition-reimbursement may be a positive factor in the goal achievement of employees.

The influence of the sex of the employee as a variable in this research was found to be very strong. When male and female employees were compared in the area of goals achieved, no significant differences were found. Also, when the independent variable sex was studied with either corporate tuitionreimbursement or persistence, no statistically significant differences were found in goals achieved.

Two-way and three-way interactions were found not to be statistically significant whenever sex of the employee was one of the independent variables. This led the researcher to conclude that this variable was a powerful off-setting factor which confounded any explanation of the significance of the other variables corporate tuition-reimbursement and persistence.

When the interaction effect of the two independent variables of corporate tuition-reimbursement and persistence to goals achieved was examined, a statistically significant result was found. Persisters with corporate tuition-reimbursement achieved more academic and personal goals than did non-persisters with corporate tuition-reimbursement.

The final area of study involved the independent variable of corporate tuition-reimbursement and the reasons given by students who had left the learning process. All participants in this phase of the research were individuals who had left the learning process. They were divided into two groups—one with corporate tuition-reimbursement and one without corporate tuition-reimbursement. The results of this analysis demonstrated that there was a statistically significant differences among non-persisters in reasons for leaving when corporate tuition-reimbursement was present. Students without corporate tuition-reimbursement more often cited financial reasons for leaving than did students with corporate support. This result reinforces the notion that corporate tuition-reimbursement is an important financial support to students/employees seeking educational opportunities. It may not guarantee continuation, but it does appear to eliminate one major factor in the decision by students/employees to leave the learning process.

In conclusion several points can be noted concerning the value and importance of corporate tuition-reimbursement. Foremost among these are: (1) Persistence is greater among students receiving corporate tuition-reimbursement than among students not receiving such support; (2) Students with corporate support expected and achieved more job related goals than did students without such support; (3) Corporate tuition-reimbursement helped to eliminate the financial reason given by students who left the learning process; and (4) Men and women receiving corporate tuition-reimbursement had different career goal expectations, with women expecting more career goals than men especially among those women who withdrew from the learning process. All differences were significant at the p< .05 level and were determined through the use of Chi-Square Analysis and Multivariate Analysis of Variance. When significant differences were found with MANOVA, the 95 percent simultaneous confidence interval follow-up tests were used to test hypotheses.

While this research has initiated the study of the importance and influence of corporate tuition-reimbursement, there is much more to do. An analysis of the predictive value of corporate tuition-reimbursement in employee achievement is a critical area requiring further study. Also, while many similarities exist among corporate tuition-reimbursement plans, there still are notable differences. An analysis of the influence of these differences upon employee achievement, persistence, and advancement should be done. Research is also needed in the analysis of differences among male and female employees participating in corporate tuition-reimbursement plans in job, career, and personal goal expectations and achievement.



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CHAPTER IV

A DIRECTORY OF CORPORATE TUITION BENEFIT PROGRAMS. SURVEY QUESTIONNAIRE

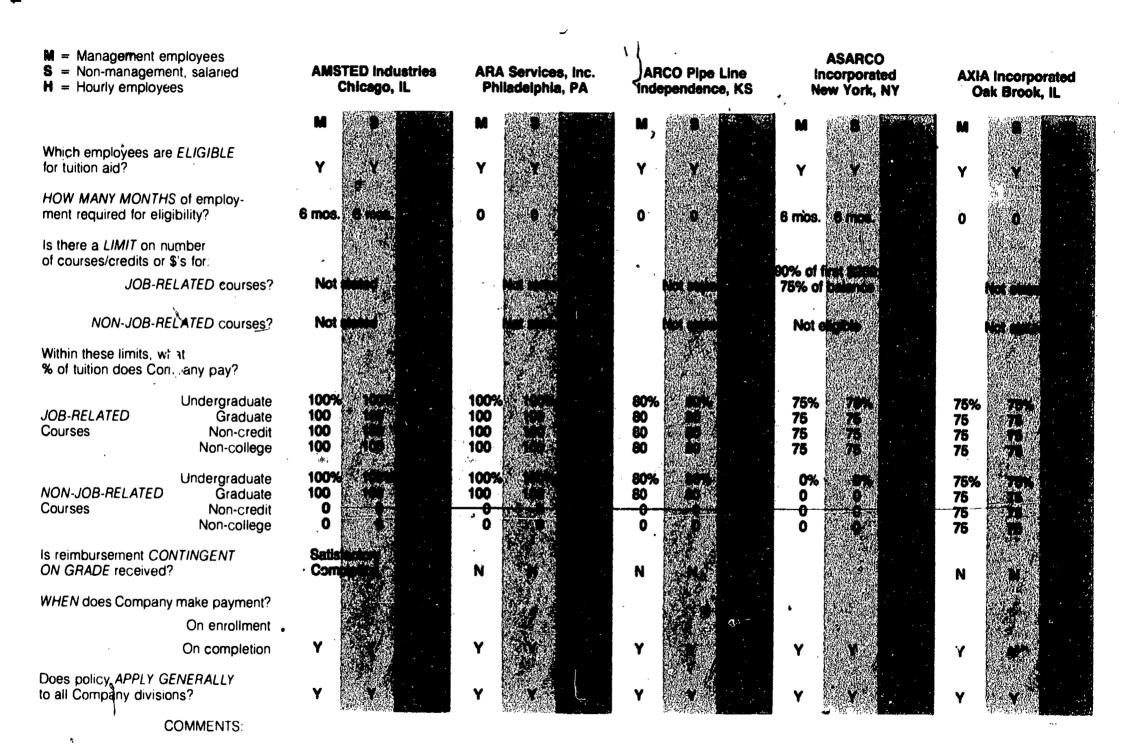


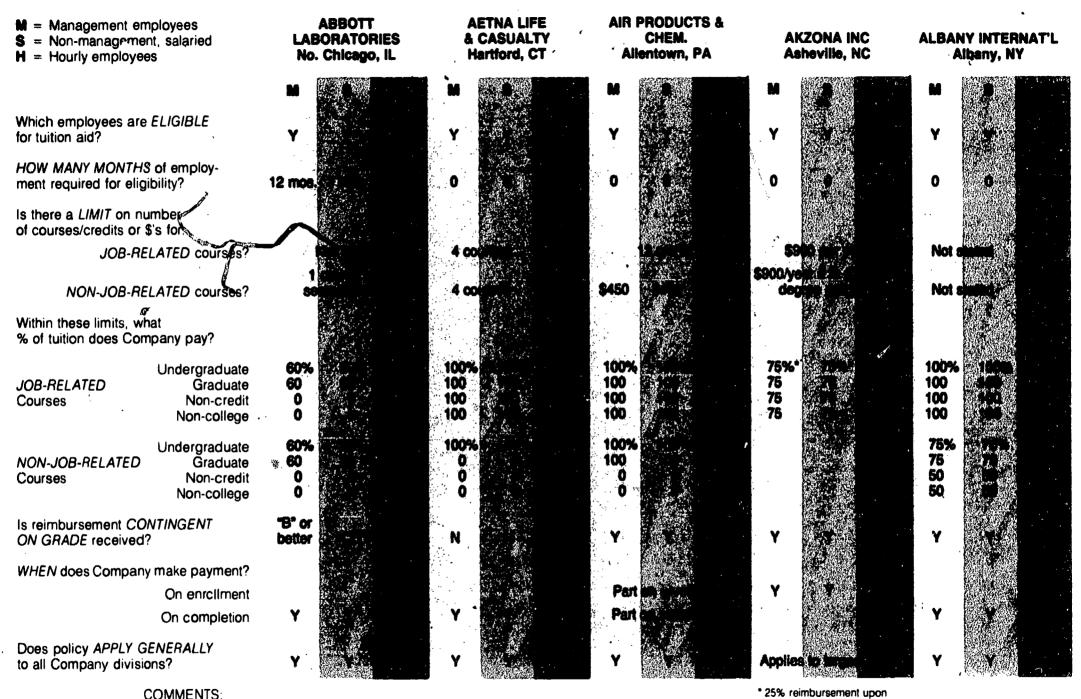
M = Management employees AMAX, Incorporated **AGRI Industries** AM International **AMP Incorporated** AFG Industries Inc. S = Non-management, salaried Kingsport, TN W. Des Moines, IA Chicago, IL Greenwich, CT Harrisburg, PA **H** = Hourly employees Which employees are ELIGIBLE for tuition aid? HOW MANY MONTHS of employ-3 mos. 3 mos. 5 moe ment required for eligibility? Is there a LIMIT on number of courses/credits or \$'s' for: Not Not JOB-RELATED courses? 6 audi Na Not NON JOB-RELATED courses? Within these limits, what % of tuition does Company pay? 100% 100 Undergraduate JOB-RELATED Graduate 100 100 100 Non-credit Courses 100 Non-college 100% \mathbf{G}_{i} **Undergraduate** 100 NON-JOB-RELATED Graduate Courses Non-credit Non-college Is reimbursement CONTINGENT ON GRADE received? WHEN does Company make payment? EO. On enrollment SUN On completion Does policy APPLY GENERALLY to all Company divisions?



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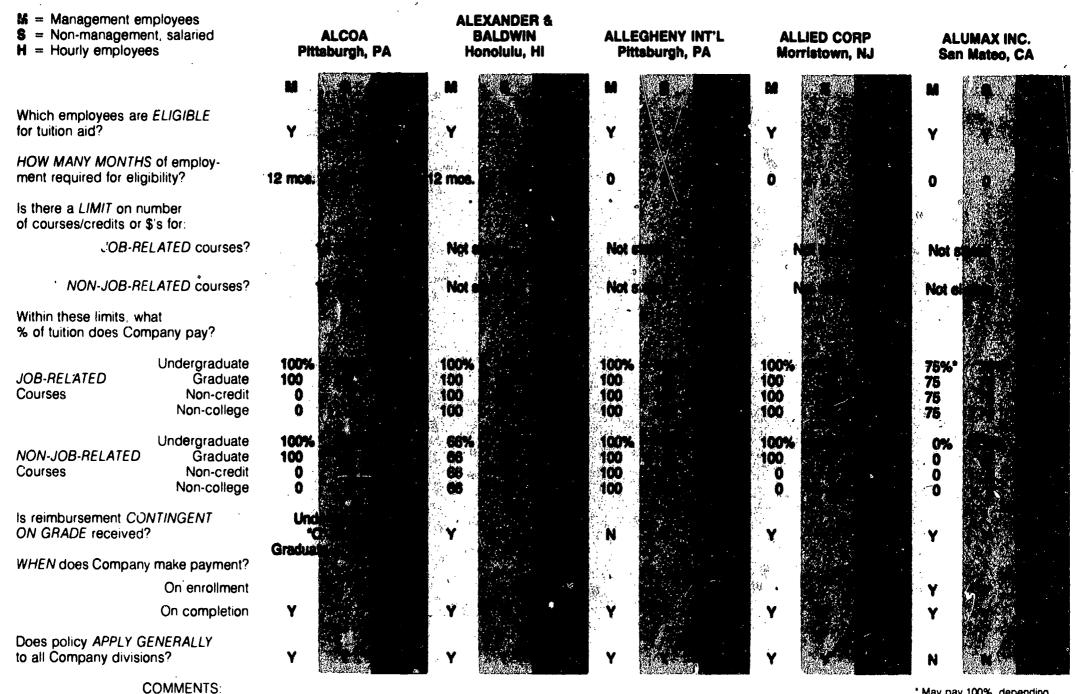
COMMENTS:





* 25% reimbursement upon degree completion



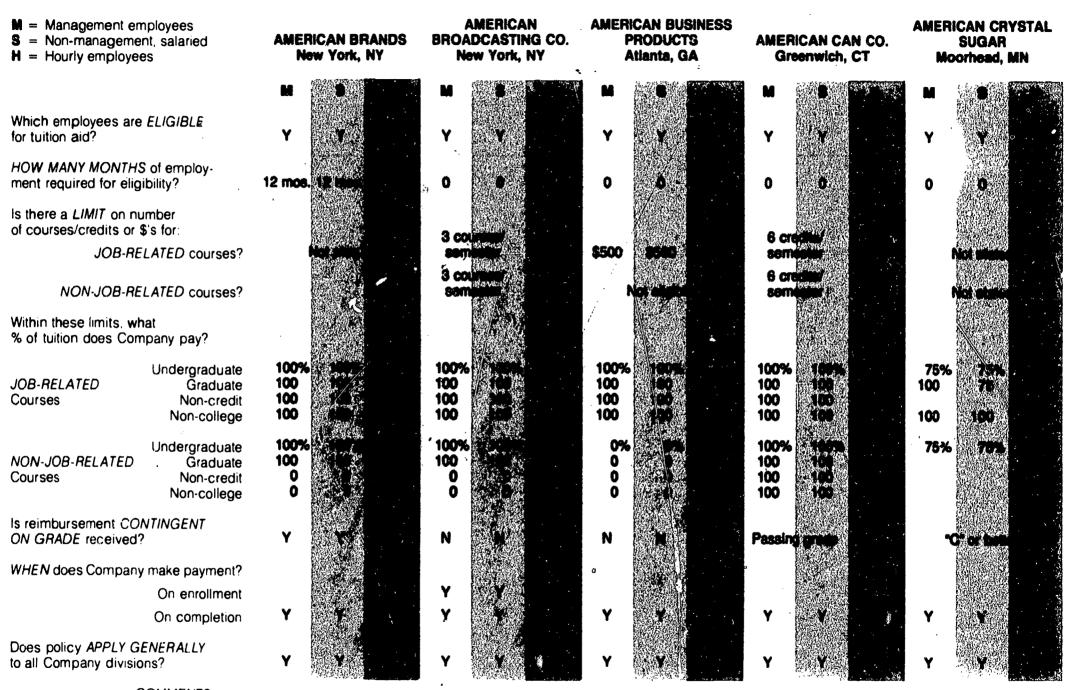


 May pay 100%, depending on courses



M = Management employees **AMALGAMATED** = Non-management, salaried AMDAHL CORP. **AMERADA HESS** AMERITRUST CO. SUGAR AMER. AIRLINES **H** = Hourly employees New York, NY Ogden, UT Sunnyvale, CA Cleveland, OH Dallas/Ft. Worth, TX Which employees are ELIGIBLE for tuition aid? HOW MANY MONTHS of employ-3 mos ment required for eligibility? 12 mos 3 mae. Is there a LIMIT on number of courses/credits or \$'s for: JOB-RELATED courses? 3400 9 cred NON-JOB-RELATED courses? \$400 Within these limits, what % of tuition does Company pay? 1001 100 100 100 Undergraduate 100 75% 100% 76 76 78 Graduate JOB-RELATED 100 100 100 100 100 Courses Non-credit 100 Non-college 100 75% Undergraduate 100% 75 78 NON-JOB-RELATED Graduate 100 100 100 Courses Non-credit Ū 75 100 Non-college Is reimbursement CONTINGENT ON GRADE received? N WHEN does Company make payment? On enrollment On completion Does policy APPLY GENERALLY to all Company divisions? COMMENTS: * As part of degree program. * Depends on job category * Part-time reimbursement at



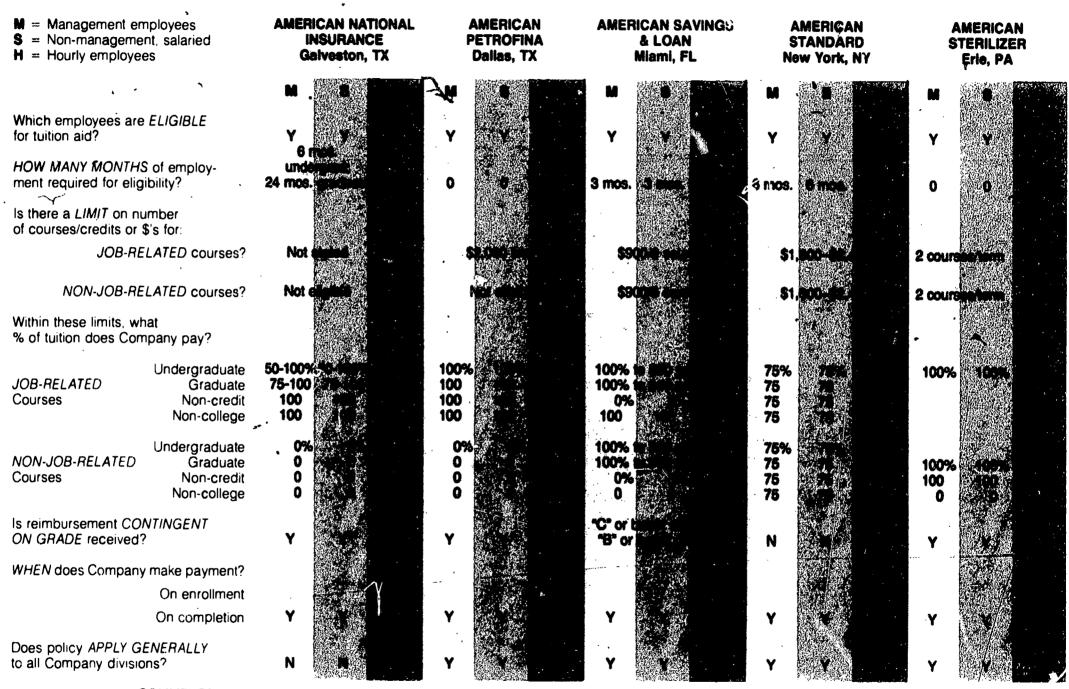


COMMENTS:



M = Management employeesS = Non-management, salariedH = Hourly employees	AMERICAN CYANAMID Wayne, NJ	AMERICAN EXPRESS New York, NY	AMERICAN GENERAL Houston, TX	AMERICAN HOME PRODUCTS New York, NY	AMERICAN HOSPITAL SUPPLY Evanston, IL
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COMMENTS.	* 25% upon degree completion	*Unless previously enrolled in a degree program † Whichever higher		d (Sanchinese	STANDARD IN STANDA





COMMENTS

 Union employees: 6 mos. employment required for half of stated benefits

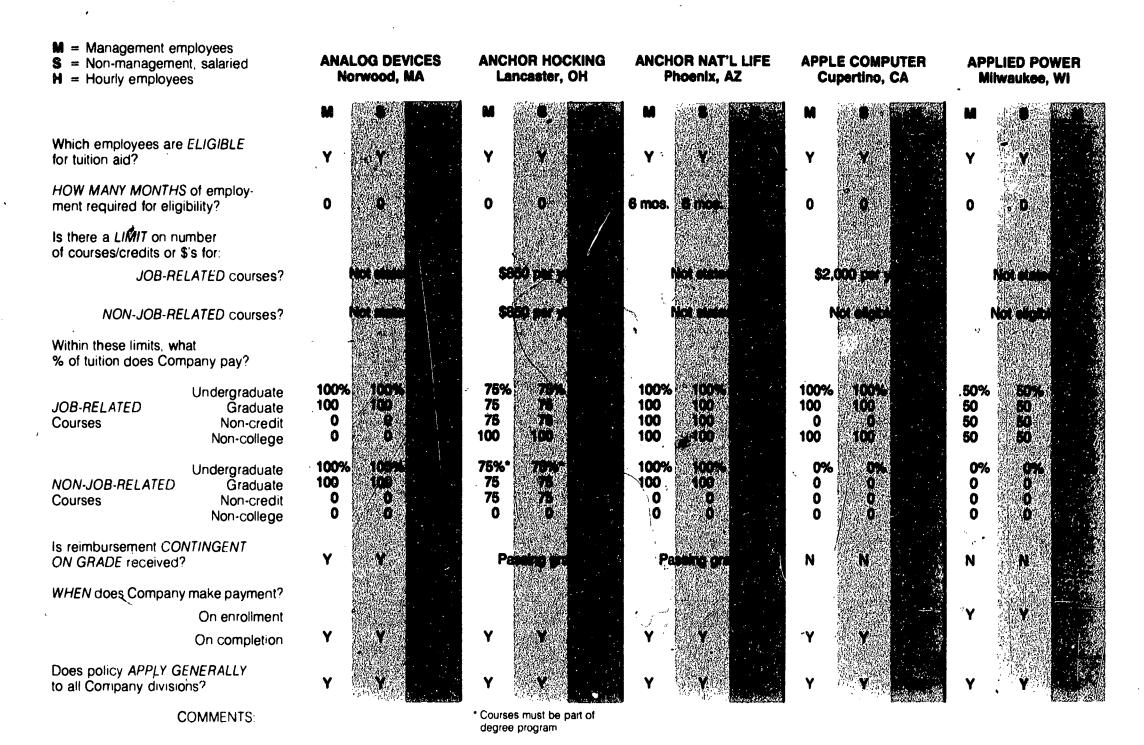


AMERICAN TELEPHONE AMERICAN M = Management employees & TELEGRAPH **UNITED LIFE** AMERON INC. AMFAC INC. **AMHOIST** = Non-management, salaried Monterey Park, CA San Francisco, CA St. Paul. MN Basking Ridge, NJ Indianapolis, IN **H** = Hourly employees Which employees are ELIGIBLE for tuition aid? HOW MANY MONTHS of employment required for eligibility? Is there a LIMIT on number Cost of courses/credits or \$'s for: JOB-RELATED courses? Not NON-JOB-RELATED courses? Within these limits, what % of tuition does Company pay? 100% 1009 Undergraduate JOB-RELATED 100 100 Ğraduate 100 100 Non-credit Courses Non-college Undergraduate 60 NON-JOB-RELATED Graduate Non-credit Courses Non-college Is reimbursement CONTINGENT ON GRADE received? WHEN does Company make payment? On enrollment On completion Does policy APPLY GENERALLY to all Company divisions?

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COMMENTS:

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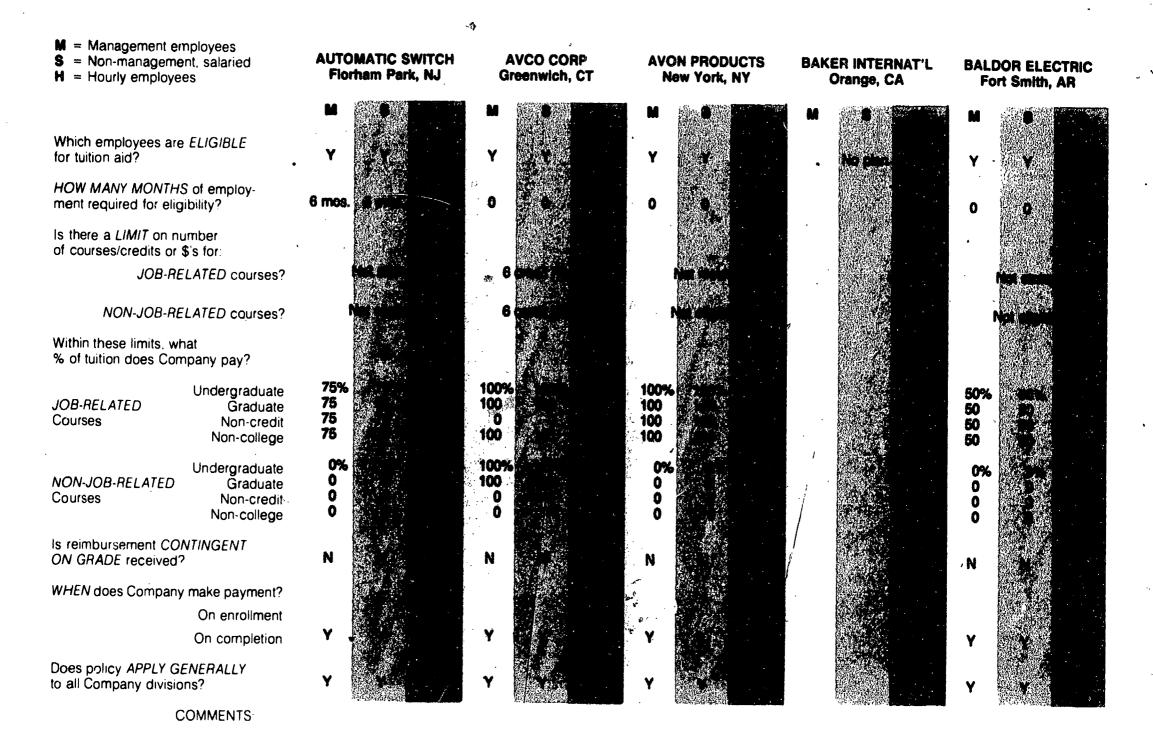




ARCHER DANIELS M = Management employees **ARVIN INDUSTRIES** ASHLAND OIL INC. ATLANTIC RICHFIELD ARMCO INC. MIDLAND CO. = Non-management, salaried Columbus, IN Ashland, KY Los Angeles, CA Decatur, IL Middletown, OH H = Hourly employees Which employees are ELIGIBLE Y for tuition aid? HOW MANY MONTHS of employ-6 mos. 6 mos. 0 0 Ö 0 ment required for eligibility? Is there a LIMIT on number of courses/credits or \$'s for: Not stated Not stated Not stated JOB-RELATED courses? Not elicitie Not : NON-JOB-RELATED courses? Within these limits, what % of tuition does Company pay? 80% 100% 100% and the con-100% 100% Undergraduate 80 P Conford 100 100 100 100 JOB-RELATED Graduate 80 100 100 100 100 Non-credit Courses 100 100 Non-college 100% roper 1 0% Paragraph (196) 100% 100% Undergraduate 0 0 100 100 100 7 : 0 NON-JOB-RELATED **Graduate** 100 (c) Ō 0 Õ 100 Non-credit Courses 100% A Charles Non-college 'A' = 100% Is reimbursement CONTINGENT N Passing grade ON GRADE received? N "D" = 50% WHEN does Company make payment? On enrollment Y Y On completion Does policy APPLY GENERALLY to all Company divisions? * If part of degree program.



COMMENTS:



M = Management employeesS = Non-management, salariedH = Hourly employees	BALL CORP. Muncle, IN	BALLY MANUFACTURING Chicago, IL	BALTIMORE GAS & ELECTRIC Baltimore, MD	BANGOR PUNTA CORP. Greenwich, CT	BANK ONE Columbus, OH
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NON-JOB-RELATED courses?	Not a				Not sales a
Within these limits, what % of tuition does Company pay?					V • • •
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On completion	Y	Y (1.3 Y)		Y	Y
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COMMENTS:



M - Management amplement					·
M = Management employeesS = Non-management, salariedH = Hourly employees	BANK OF BOSTON ' Boston, MA	BANK OF NEW YORK New York, NY	BANKERS LIFE Des Moines, IA	BANTA (GEORGE) Menasha, Wi	BARBER, GREENE Aurora, IL
•	M	M	M S	M 8, M	M - 8 - W
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On enrollment	Υ				
On completion	Y	Y	Y		Y
Does policy APPLY GENERALLY to all Company divisions?	Y	Y	Y Y		Y
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 M = Management employees S = Non-management, salaried H = Hourly employees 	BARD (C.R.) INC. Murray Hill, NJ	BARNES GROUP INC. Bristol, CT	BAXTER TRAVENOL LABORATORIES Deerfield, IL	BECTON DICKINSON Paramus, NJ	BEECH AIRCRAFT Wichita, KS
•		M (M
Which employees are <i>ELIGIBLE</i> for tuition aid?	Y 4 . Y	Y	Y	Y	Y
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• NON-JOB-RELATED courses?	2 00/18/2019		2 courses car		
Within these limits, what % of tuition does Company pay?					
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Does policy APPLY GENERALLY to all Company divisions?	YY	Y	Y	Υ	Y

COMMENTS:

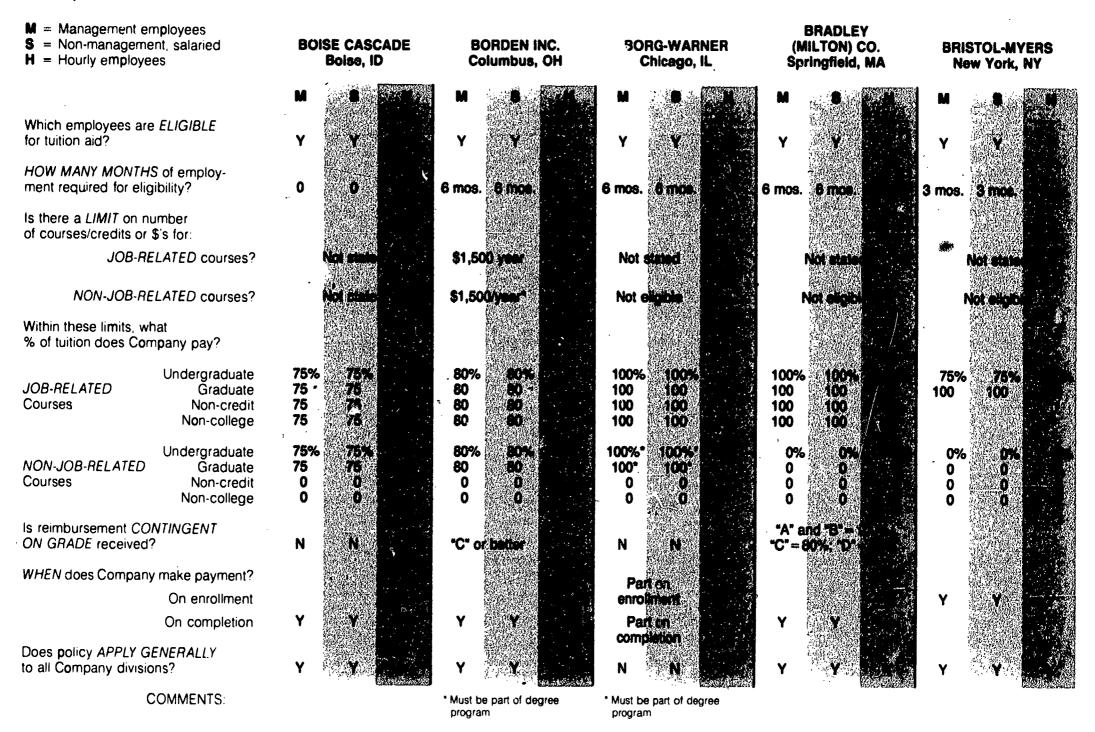
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= Management employees BENEFICIAL S = Non-management, salaried
H = Hourly employees **BEKER INDUSTRIES BELL & HOWELL** BELO (A.H.) CORP. BENDIX CORP. **MANAGEMENT** Greenwich, CT Chicago, IL Dallas, TX Southfield, MI Peapack, NJ Which employees are LLIGIBLE for tuition aid? HOW MANY MONTHS of employment required for eligibility? is there a LIMIT on number of courses/credits or \$'s for: JOB-RELATED courses? NON-JOB-RELATED courses? Within these limits, what % of tuition does Company pay? Undergraduate JOB-RELATED Graduate 100% 80 80 Courses Non-credit Non-college Undergraduate NON-JOB-RELATED Graduate 100% Courses Non-credit Non-college Is reimbursement CONTINGENT ON GRADE received? WHEN does Company make payment? On enrollment On completion Does policy APPLY GENERALLY to all Company divisions? COMMENTS: Must be part of a degree program.

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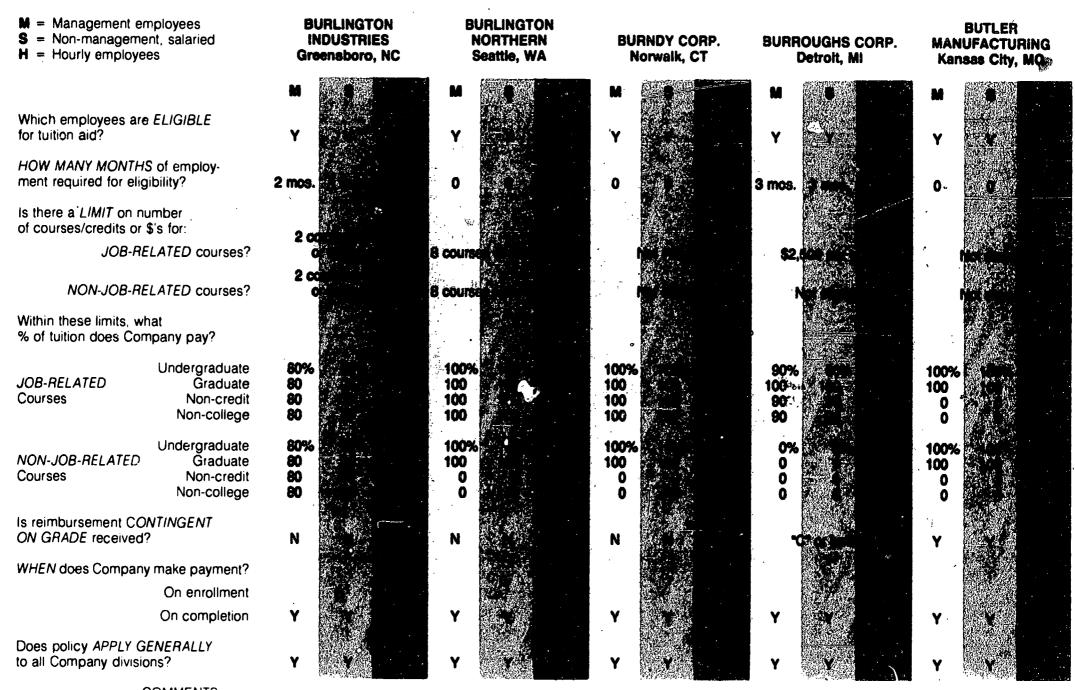
BINKS BLACK & DECKER = Management employees MANUFACTURING BIRD & SON INC. (U.S.) **BOEING COMPANY** = Non-management, salaried **BETHLEHEM STEEL** Franklin Park, IL E. Walpole, MA Towson, MD Seattle, WA = Hourly employees Bethlehem, PA Which employees are ELIGIBLE for tuition aid? HOW MANY MONTHS of employment required for eligibility? Is there a LIMIT on number of courses/credits or \$'s for: Not JOB-RELATED courses? NON-JOB-RELATED courses? Not, Within these limits, what % of tuition does Company pay? 50% 50 50 Undergraduate 100% 100 100 100 JOB-RELATED Graduate 100 100 100 100 Non-credit Courses Non-college 100% 100% 100% Undergraduate 100 100 NON-JOB-RELATED **Graduate** Non-credit Courses Non-college Is reimbursement CONTINGENT N N ON GRADE received? WHEN does Congany make payment? On enrollment On completion Does policy APPLY GENERALLY to all Company divisions? COMMENTS: * Must be part of degree * Must be part of degree * Courses must be part of job-related degree program program.





M = Management employeesS = Non-management salariedH = Hourly employees	BROCKWAY INC. /3rockway, PA	BROWN & WILLIAMSON Louisville, KY	BROWN SHOE COMPANY St. Louis, MO	BRUSH WELLMAN Cleveland, OH	BUCYRUS-ERIE CO. So. Milwaukee, Wi
Which employees are <i>ELIGIBLE</i> for tuition aid? HOW MANY MONTHS of employment required for eligibility? Is there a <i>LIMIT</i> on number	M	M	M V V V O O O O O O O O O O O O O O O O	M	M 8 7 7 0 0 0 0
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NON-JOB-RELATED Graduate Courses Non-credit Non-college	100% (\$2%) 100 100 0 4	100% 100% 100 568 0 8	100% 100%) 100 100 100 165	0% 0% 0 0 0 0 0 0	
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On enrollment On completion	Y	N W	enrollment Pari on	Y 3.	Y
Does policy APPLY GENERALLY to all Company divisions?	Υ	Y	completed).	Y	Y
COMMENTS	 Must relate to company's needs 	* Separate policy			





•• ••					
M = Management employeesS = Non-management, salariedH = Hourly employees	CBS Incorporated New York, NY	CF industries Long Grove, IL	CFS Continental Chicago, IL	CPC International Englewood Cliffs, NJ	CSX Corporation Richmond, VA
Which employees are <i>ELIGIBLE</i> for tuition aid?	M	M C	M S	M	M B = Y
HOW MANY MONTHS of employ- ment required for eligibility?	6 mos. Jimas	0 / 4	3 mos. : 5 mos.	0 3	12 mos. 12 mo
Is there a LIMIT on number of courses/credits or \$ s for: JOB-RELATED courses?			\$1.500 (6 courses, care	3 courses/year
NON-JOB-RELATED courses?			\$1.270 p	6 courses/year	3 courses, act
Within these limits, what % of tuition does Company pay?					
JOB-RELATED Undergraduate Courses Graduate Non-credit Non-college	75% 75% 75% 75 75 75 75 AS	75% 75% 75 76 0 6 0 9	100% 60% 100 150 100	100% 100% 100 100 100 100 100 100	100% 1006 100 100 100 100 100 200
Undergraduate NON-JOB-RELATED Graduate Courses Non-credit Non-college	75% 75% 75 75 75 75 75 75	75% (Particular) (1) (1) (1) (1) (1) (1) (1) (1) (1) (1	100% 100° 100 100° 0 8 0 0	100% 150% 100 100 0 0 0 0	100% 100% 100 100 100 100
Is reimbursement CONTINGENT ON GRADE received?	N H	N 204		N N.	N
WHEN does Company make payment? On enrollment	Prior to system opticit st		1	Y Y	
On completion Does policy APPLY GENERALLY to all Company divisions?	Y	Y	Y	Y V	Y
COMMENTS.	* Must be related to career at CBS	(1) 如水水油和油锅(1000mm)。	The Andrews Street S	The second secon	· · · · · · · · · · · · · · · · · · ·



 M = Management employees S = Non-management salaried H = Hourly employees 	CABOT CORPORATION Boston, MA	CALIF. PORTLAND CEMENT Los Angeles, CA	CAMCO . INCORPORATED Houston, TX	CAMPBELL SOUP Camden, NJ	CAPITAL HOLDING Louisville, KY
	M G	M S S	M 8 N	M 8 M	M 8
Which employees are <i>ELIGIBLE</i> for tuition aid?	Y	Y	Y	Y Y (1)	Y
HOW MANY MONTHS of employment required for eligibility?	0 0	0 0	6 mos. 6 mos.	0 0	0 0 2
Is there a <i>LIMIT</i> on number of courses/credits or \$'s for:					
JOB-RELATED courses?	Not stated		\$500 per years	Not stated	Not sund
NON-JOB-RELATED courses?	Not stand	Na C	\$500	Not surrey as	Not stated
Within these limits, what % of tuition does Company pay?					
JOB-RELATED Undergraduate JOB-RELATED Graduate Courses Non-credit Non-college	100% 100% 100 100 100 100 100 100	100% 100% 100 100 0 0 100 100	50% 66% 50 50 50 50 50 50	100% 100% 100 100 100 00 100 00	100% 100% 100 100 100 100 100 100 100 10
Undergraduate NON-JOB-RELATED Graduate Courses Non-credit Non-college	100% (00%) 100 (00) 100 (00) 100 (00)	0% 0% 0 0 0 0 0 0	50% 50% 50 50 0 0 0 0	100% 100% 100 100 0 0 0	100% 100% 100 100
Is reimbursement CONTINGENT ON GRADE received?	N N	Y	N N	N N	N N
WHEN does Company make payment?					
On enrollment					Part on enrolless
On completion	Υ	Y	Υ Υ	ΥΥ	Part on company
Does policy APPLY GENERALLY to all Company divisions?	Y	Y Y	Υ . Υ	Y	N N
00.00					

M = Management employeesS = Non-management, salariedH = Hourly employees	CARNATION Los Angeles, CA	CAROLINA POWER & LIGHT Raleigh, NC	CARPENTER TECHNOLOGY Reading, PA	CATERPILLAR TRACTOR Peoria, IL	CECO CORPORATION Oak Brook, IL
	M 8 H	M S N	M 8	M S M	M 8 11
Which employees are <i>ELIGIBLE</i> for tuition aid?	Y	Y Y 34	Υ Υ	Y Y ,	Υ , Υ
HOW MANY MONTHS of eniployment required for eligibility?	3 mos. 3 mos	6 mos. 6 mos. 5 mos.	0 0 70	0 0	o o
Is there a LIMIT on number of courses/credits or \$'s for:					
JOB-RELATED courses?	\$1,000/year, 6 cases	Nut stated.	Not stated	Not stated	No? stated
NON-JOB-RELATED courses?	\$1,000/year, 8	Not stated.	Not stated	Not stated	Not stated
Within these limits, what % of tuition does Company pay?					
JOB-RELATED Undergraduate Courses Graduate Non-credit Non-college	100% 00.4 100 00 100 00 100 100	100% 100% 100 100 100 100 100 100	100% 100% 100 100 100 100 100 100	70% 70% 70% 70 70 70 70 70 70 70 70 70	100% 100% 100 100 100 100 0 0
NON-JOB-RELATED Undergraduate Courses Undergraduate Graduate Non-credit Non-college	100% 160% 100 100 100 100 100 100	100% 100% 100 100 100 000 100 100	100% 100% 100 100 100 100 100 100	70% 70% 70 70 70 0 0 0 0	100% 100% (1) 100 100 0 0 0 0
Is reimbursement CONTINGENT ON GRADE received?	N Å	N N	"C" of perter c satisfactory com if hot, grad	N N	N N
WHEN does Company make payment?					
On enrollment			Y		
On completion	Y	Y	Y	Y	Y
Does policy APPLY GENERALLY to all Company divisions?	Y Y	Y	Y	Y	Y

75 ERIC

 M = Management employees S = Non-management, salaried H = Hourly employees 	CENTRAL SOYA CO. Fort Wayne, IN	CERTAINTEED CORP. Valley Forge, PA	CESSNA AIRCRAFT Wichita, KS	CHAMPION INTERNATIONAL Stamford, CT	CHASE MANHATTAN BANK New York, NY
	M	M S S	M	M	M 6 34
Which employees are <i>ELiGIBLE</i> for tuition aid?	Y	Y	Υ	Y	Y
HOW MANY MONTHS of employment required for eligibility?	3 mos. 3 mos	6 mos. 6 mce	0 -0-	0 0	No requirement job-related; 6 r
Is there a LIMIT on number of courses/credits or \$'s for:			1		if bank-tele
* JOB-RELATED courses?		Not stated	9 crecis per	Not stand	16 credit pe
NON-JOB-RELATED courses?		Not ellable		Not simed	
Within these limits, what % of tuition does Company pay?					
JOB-RELATED Undergraduate Courses Conses Conses Conses Conses Consequence Cons	100% 100% 100 100 50 -50 0 0	100% 100% 100 100 0 0 0 0	75% 76% 100 100 0 0 50 50	80% 80% 80 83 80 80 87 80	50%* 50%* 50 50 50 50 50 80
NON-JOB-RELATED Undergraduate Courses Undergraduate Courses Non-credit Non-college	0% 0.4 0 0 0 0 0 0	0% 0% 0 0 0 0 0 0	0% 0% 0% 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	80% 80% 80 80 80 80 80 80	100† 100† 100 100 0 0 0 0
Is reimbu sement CONTINGENT ON GRADE received?	Blatt. decreation	Satisficacy, completion	Y	N R	N N
WHEN does Company make payment?		Patton -			
On enrollment.		enrolinent.			
On completion	Y	Pait on completion	Y () ()	Y	
Does noticy APPLY GENERALLY to all Company divisions?	Y 7	Y	Υ	Y	Y
COMMENTS	* Clerical				* 100% if job required

^{* 100%} if job required

[†] Must be approved, job required degree

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M = Management employeesS, = Non-management, salariedH = Hourly employees	CHEMICAL BANK New York, NY	CHESEBROUGH- POND'S Greenwich, CT	CHICAGO PNEUMATIC TOOL New York, NY	CHRYSLER CORPORATION Highland Park, MI	CINCINNATI MILACRON Cincinnati, OH
Which employees are ELIGIBLE for tuition aid? HOW MANY MONTHS of employment required for eligibility? Is there a LIMIT on number of courses/credits or \$ s for. JOB-RELATED courses?	Not states.	Y O O O O O O O O O O O O O	Y Y 12 mos. 12 mes. \$500 per semesser	Y O O O S1,000 for according to the college of	Y O O Continue Temporarily, sus
Within these limits, what % of tuition does Company pay?				colleges (ACC)	
JOB-RELATED Undergraduate Courses Some Some Some Some Some Some Some Some	100% 100% 100 (0) 100 (0) 100 100	100% 100% 100 100 100 100 100 106		100% 100% 100 100 100 100 100 100	75% 75% 75 75 0 0 75° 75
NON-JOB-RELATED Undergraduate Courses Undergraduate Courses Non-credit Non-college	0%	100% 100% 100 100 0 0 0 0		0%	Same as ab if degree pro- is job-like
Is reimbursement CONTINGENT ON GRADE received?	Y , V	"A" = 100% 75" "C" = 76% 75"	y y	Palato or	Passing or
WHEN does Company make payment? On enrollment		Y			
On completion Does policy APPLY GENERALLY to all Company divisions?	Y	Y	Y	Y	
COMMENTS.				* No course limit for hourly	* High school/vocational or

^{*} No course limit for hourly employees

*High school/vocational or job related



M = Management employeesS = Non-management, salariedH = Hourly employees	CITIBANK, N.A. New York, NY	CITY FEDERAL SAVINGS & LOAN Somerville, NJ	CLARK EQUIPMENT Buchanan, MI	CLEVELAND ELEC. ILLUMINATING Cleveland, OH	CLOROX COMPANY Oakland, CA
Which employees are ELIGIBLE for tuition aid?	M S N	M 8 14	M 8	M 8 W	M 8 N
HOW MANY MONTHS of employ- ment required for eligibility?	3 mos. 3 mos.	12 mos. 12 mos.	o o	0 6 moe, 5 mae.	12 mos. for nowas related courses.
Is there a LIMIT on number of courses/credits or \$'s for:	3 courses/		Greater of \$750		
JOB-RELATED courses?	semesia:	Not stated	or 12 credits	Not stated	Not stated
NON-JOB-RELATED courses?	Not eligible	No. elgib	\$500 per year	Not stated	\$800 per year
Within these limits, what % of tuition does Company pay?					
JOB-RELATED Undergraduate Courses Non-credit Non-college	100% 100% 100 100	80-90% 80-80% 80-90 80-80 80-90 80-80 80-90 80-80	100% 100% 100 100 100 100 40 100 100	75% 75% 75 75 78 50 50 C 0	100% 100% (00% 100% 100 100 100 100 100 100 100 100
NON-JOB-RELATED Courses Undergraduate Graduate Non-credit Non-college	0% 0% 0 0 0 0 0 0	0% 0% 0 6 0 9 0 0	100% 100% 100 100 100 100 100 100	75% 75% 75 75 50 60 0 0	80% 80% 3 % 80 % 80 % 80 % 80 % 80 % 80
Is reimbursement CONTINGENT ON GRADE received?	N N	Υ 7	Y	"B" = 75%; 70%; 10%; 10%; 10%; 10%; 10%; 10%; 10%; 1	"D" mimimus 1. 2.
WHEN does Company make payment?					
On enrollment On completion	Y	Part con co	YYY	Part envolin Part company	Y* · · · Y*
Does policy APPLY GENERALLY to all Company divisions?	Y	Y	Y Y	Y Y	YY

* Part on enrollment, part on completion for job-related courses



COMMENTS

 M = Management employees S = Non-management, salaried H = Hourly employees 	CLOW CORPORATION Oakbrook, IL	COCA-COLA COMPANY COLEMAN CO. INC. Atlanta, GA Wichita, KS	COLGATE- PALMOLIVE New York, NY	COLUMBIA GAS Wilmington, DE
Which employees are ELIGIBLE	M		M O	M & .
for tuition aid?	Y	Y	Y	Y
HOW MANY MONTHS of employment required for eligibility?	0 0	0 0 0	0 0	0 0
Is there a LIMIT on number of courses/credits or \$'s for:		\$200/y=44/.03		
JOB-RELATED courses?	Not stated	\$600 (ser) enu.: \$200/		Not such
NON-JOB-RELATED courses?	Not chart		No.	
Within these limits, what % of tuition does Company pay?				
JOB-RELATED Undergraduate Courses Non-credit Non-college	100% / 100% 100 / 100 0 0 100 / 100	100% 100% 100% 100% 1000 1000 1000 1000	100% (63% 100 (60 100 (60 100 (60	75% 75% 75 72 75 75 75 75 75 75
Undergraduate NÓN-JOB-RELATED Graduate Courses Non-credit Non-college	50% 50°5 50 50 0 0 50 50	100% 100% 100% 100% 100% 100% 100% 100%	0% 0% 00 00 00 00 00 00 00 00 00 00 00 0	0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0
Is reimbursement CONTINGENT ON GRADE received?	Υ Υ	N N Corpus	NN	N N
WHEN does Company make payment?				
On enrollment	y	Y	Y	V
On completion	Y			
Does policy APPLY GENERALLY to all Company divisions?	Y	N N	Y	Y

COMMENTS.



M = Management employeesS = Non-management, salariedH = Hourly employees	COMBUSTION ENGINEERING Stamford, CT	COMERICA ÍNC. Detroit, MI	COMMONWEALTH EDISON Chicago, IL	COMPUTERVISION CORP. Bedford, MA	CONDÉC CORP. Old Greenwich, CT
Which employees are ELIGIBLE for tuition aid? HOW MANY MONTHS of employ-	M S 44.	M S	M S Y	M •	M C
ment required for eligibility? Is there a LIMIT on number of courses/credits or \$'s for: JOB-RELATED courses?	Not state:	\$1,000/y	6 mos. 6 mos	0 0 \$3,000 0	0 0
NON-JOB-RELATED courses? Within these limits, what	Must be taken related.	Must be decrea- related.	\$5010-6		
% of tuition does Company pay? Undergraduate JOB-RELATED Graduate Courses Non-credit	100% 105% 100 100 100 100	100% 100% 100 103 100 100	90% 90% 90 100 90 90	100% 100% 100 100 100 100	100% 100% 100 100 100 102
Non-college Undergraduate NON-JOB-RELATED Graduate Courses Non-credit	100 400 100% 100% 100 100	100 (00) 100% (00) 100 (00) 100 (00)	0 0 90% 90% 90 0 0 0	100 100 0% 0% . 0 . 0	100 (100 0% 0% 0 0
Non-college Is reimbursement CONTINGENT ON GRADE received?	0 0 N 1	100 100 "C" or beta		0 3 d	0 0 V
WHEN does Company make payment? On enrollment On completion	Y %	Y	Y	Y .	
Does policy APPLY GENERALLY to all Company divisions?	Y (*)	Y	Y (Y Y	Y



CONRAC CONSOLIDATED **CONSOLIDATED** CONSOLIDATED M = Management employees **EDISON FOODS FREIGHTWAYS CONE MILLS CORP** CORPORATION = Non-management, salaried New York, NY Chicago, IL Palo Alto, CA Greensboro, NC Stamford, CT **H** = Hourly employees Which employees are ELIGIBLE for tuition aid? HOW MANY MONTHS of employment required for eligibility? Is there a LIMIT on number of courses/credits or \$'s for: JOB-RELATED courses? NON-JOB-RELATED courses? Within these limits, what % of tuition does Company pay? 75% 75 75 75 75% 75 100% 100% Undergraduate 100 100 100 JOB-RELATED Graduate 100 75 100 Non-credit Courses 75 100 Non-college 75% 75 75 75 75 0% 100% Undergraduate 100 NON-JOB-RELATED Graduate Non-credit 0 Courses Non-college Is reimbursement CONTINGENT ON GRADE received? WHEN does Company make payment? On enrollment Ύ. On completion Does policy APPLY GENERALLYto all Company divisions?



Prior approval for non-credit & non-college courses

COMMENTS:

M = Management employeesS = Non-management, salariedH = Hourly employees	CONSOLIDATED NATURAL GAS Pittsburgh, PA	CONSOLIDATED PAPERS Wisc. Rapids, Wi	CONSUMERS POWER Jackson, MI	CONTINENTAL GROUP Stamford, CT	CONTINENTAL ILLINOIS NATIONAL BANK Chicago, IL
Which employees are ELIGIBLE for tuition aid?	M (B)	M E	M D	M	M d
HOW MANY MONTHS of employment required for eligibility?	0 0	0 0	o gina	0 0	3 mos. 3 mos.
Is there a <i>LIMIT</i> on number of courses/credits or \$'s for:					
JOB-RELATED courses?	Musika	\$5/07, PP //	sem)	gradial sol	Not stand
NON-JOB-RELATED courses?	approximation of the second		200	\$1.600/views	Not stated
Within these limits, what % of tuition does Company pay?					
Undergraduate JOB-RELATED Graduate Courses Non-credit Non-college	100% 100% 100 100 100 100 100 100	75% 75% 75 76 0 0 75 76	75% 75% 75 75 75 75 75 75 75	-	100% 100% 100 100 0 0 0 0 0
NON-JOB-RELATED Undergraduate NON-JOB-RELATED Graduate Courses Non-credit Non-college	100% 100% 100 100 0 0 0 6	75% 75% 75 75 0 0 75 75	0% 075 0 0 0 0 0 0		100% 100% 100 100 0 0
Is reimbursement CONTINGENT ON GRADE received?	N X	N N	N (N N	N N
WHEN does Company make payment?					
On enrollment	y. Villa i				
On completion	7	Y	Y	Y	Y
Does policy APPLY GENERALLY to all Company divisions?	Y	Y	Y	Y	Y
COMMENTS	and which any particular the first	· · · · · · · · · · · · · · · · · · ·	. strenge warren	· Establish	. (2888)

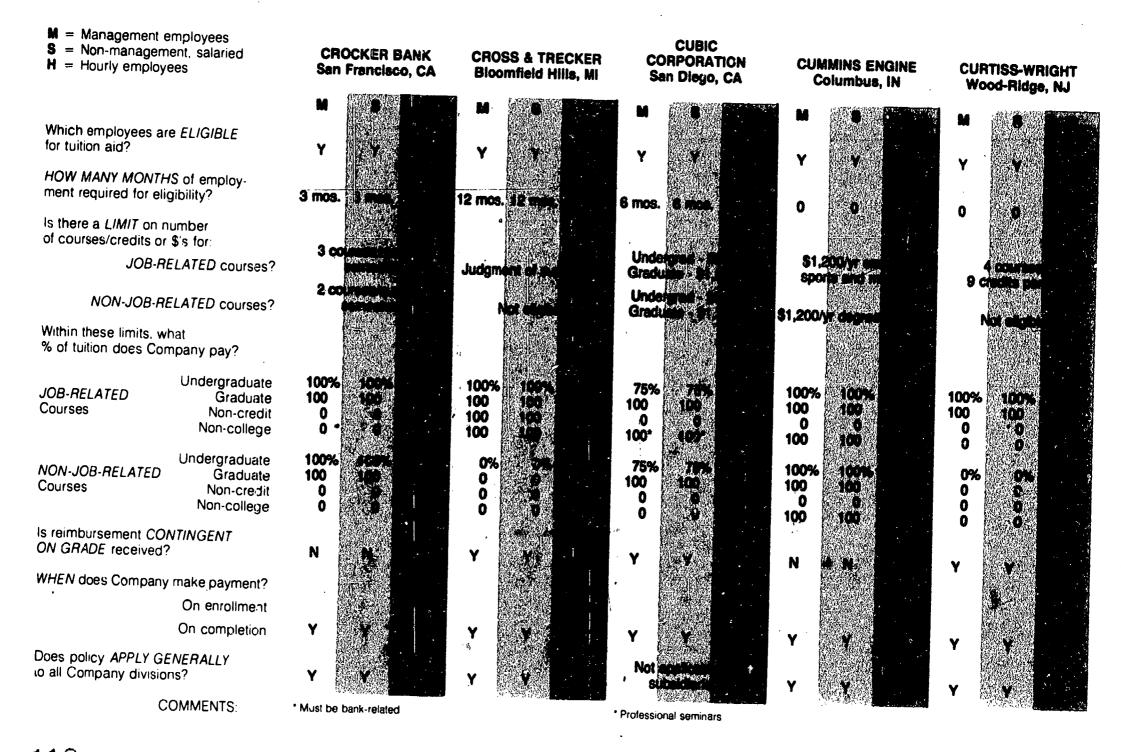
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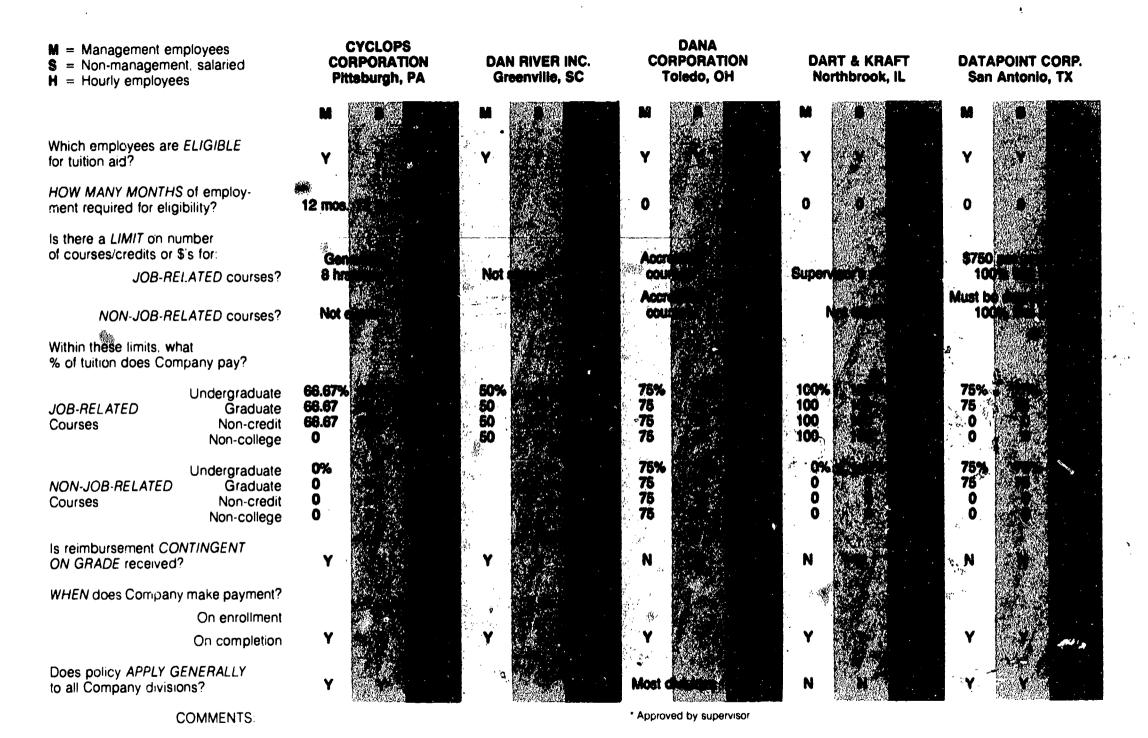
 M = Management employees S = Non-management, salaried H = Hourly employees 	CONTINENTAL STEEL Kokomo, IN	CONTROL DATA CORP. Bloomington, MN	COOPER TIRE & RUBBER Findlay, OH	CORNING GLASS Corning, NY	CRANE COMPANY New York, NY
,		M	M B	M	M
Which employees are ELIGIBLE for tuition aid?	Y	· Y	Y	Y	Y
HOW MANY MONTHS of employment required for eligibility?	12 12 mos. mos.	0 0	12 12 mos. lidet.		mos. mos.
Is there a <i>LIMIT</i> on number of courses/credits or \$'s for:		100% first \$1,000			
JOB-RELATED courses?	12 crediblys	amount to St.	for stated	4 coursely;	6 courses/12 t
NON-JOB-RELATED courses?	12 creatily,	amous is	Not elabor	Not eligible	6 coursel/12
Within these limits, what % of tuition does Company pay?		, X			
JOB-RELATED Undergraduate JOB-RELATED Graduate Courses Non-credit Non-college	100% 100 100 100 100 100 100 100	100% 100% 100 100 0 0	100% 100% 100 100 100 100 100 100	100% [05,8] 100 101 100 100 100 100	100% 100% 100 100 100 100 100 100
NON-JOB-RELATED Undergraduate NON-JOB-RELATED Graduate Courses Non-credit Non-college	100% 100% 100 100 0 0 0 0 0	100% 100% 100 100 0 0 0 0	100% 100% 100 100 100 100 100 100	0% 033 0 0 0 0 0	50% 50° 50 50 0 0 0 0
Is reimbursement CONTINGENT ON GRADE received?	N N	Paring	Y	Y .Y	Y
WHEN does Company make payment?			Parj on		
On enrollment	Y		enrolment.	Y	Y
On completion	Y	V	Parl on completion	1	T
Does policy APPLY GENERALLY to all Company divisions?	Y	Y	Y	Y	Only domestic d

^{*} If degree program, 12 mos

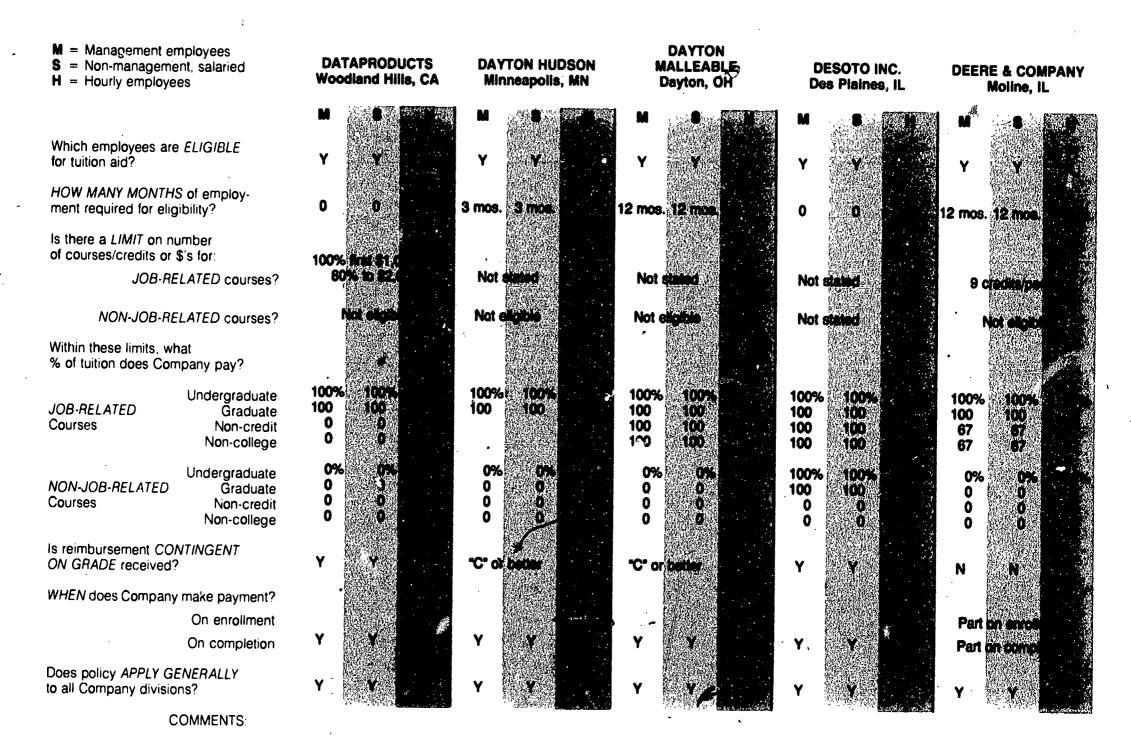


COMMENTS.





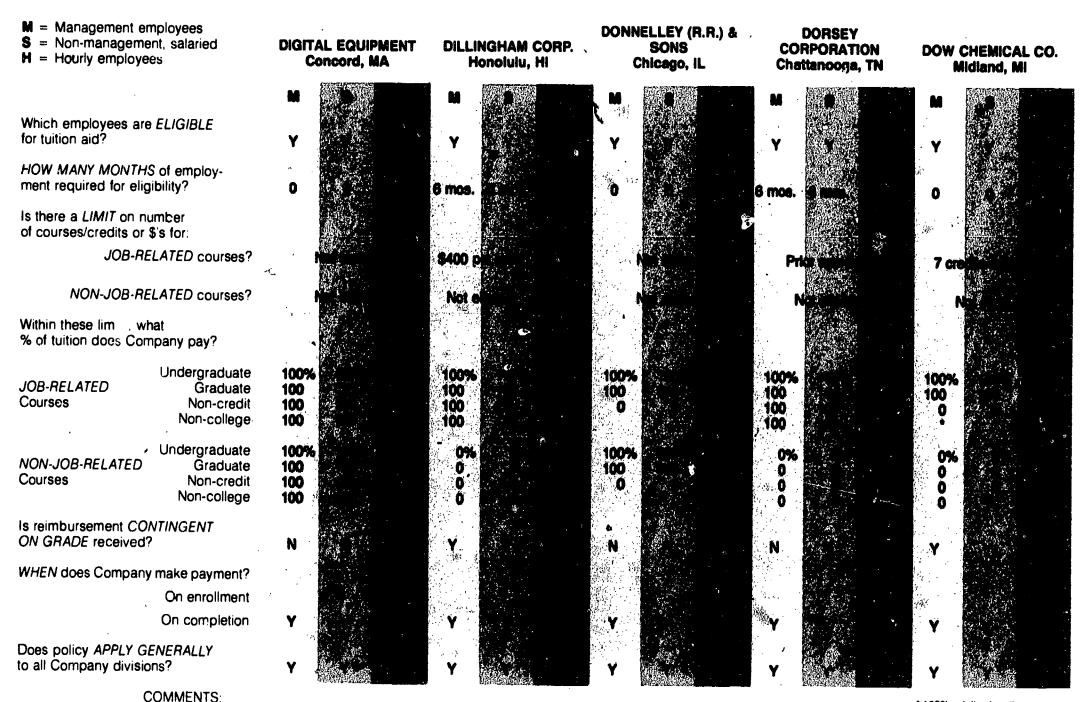




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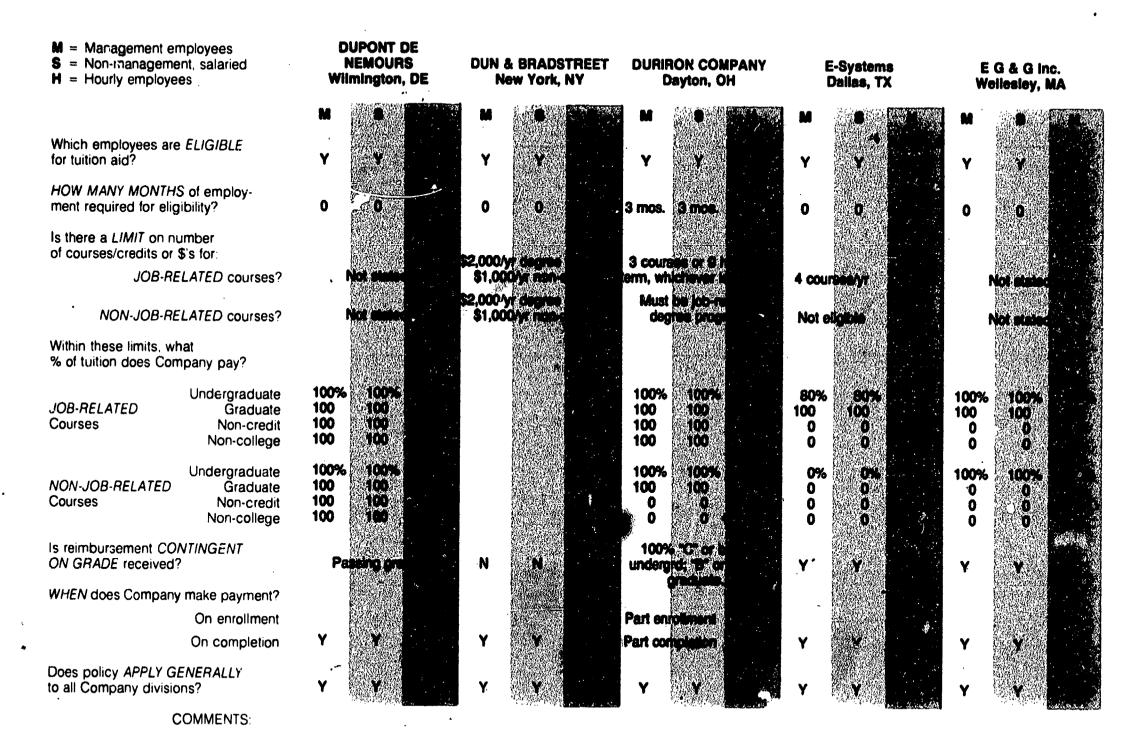
 M = Management employees S = Non-management, salaried H = Hourly employees 	DELTA AIR LINES Atlanta, GA	DELUXE CHECK PRINTERS St. Paul, MN	DENNISON MANUFACTURING Framingham, MA	DIAMOND SHAMROCK Cleveland, OH	DIEBOLD, INC. Canton, OH
Which employees are ELIGIBLE for tuition aid? HOW MANY MONTHS of employment required for eligibility?	M S S S S S S S S S S S S S S S S S S S	M	M	M S Y Y O O O	M
Is there a LIMIT on number of courses/credits or \$'s for: JOB-RELATED courses? NON-JOB-RELATED courses?		10 count	\$1,500 pag	75% course con remainer of course cou	Not stated
Within these limits, what % of tuition does Company pay? Undergraduate	50-75% 50 -75%	100% 1993		100% 100%	100% 100%
JOB-RELATED Graduate Courses Non-credit Non-college Undergraduate	50-75	100 (50) 100 (60) 100 (60) 100% (60)	*	100 (0) 75 75 75 75 100% 100%	100 100 100 100% 100%
NON-JOB-RELATED Graduate Courses Non-credit Non-college Is reimbursement CONTINGENT ON GRADE received?		100 (100 100 (100 N W	Y	75 75 74 N	N N
WHEN does Company make payment? On enrollment On completion	Y	Y	Y	Y	Y
Does policy APPLY GENERALLY to all Company divisions?	Υ γ	Y		Y	Y



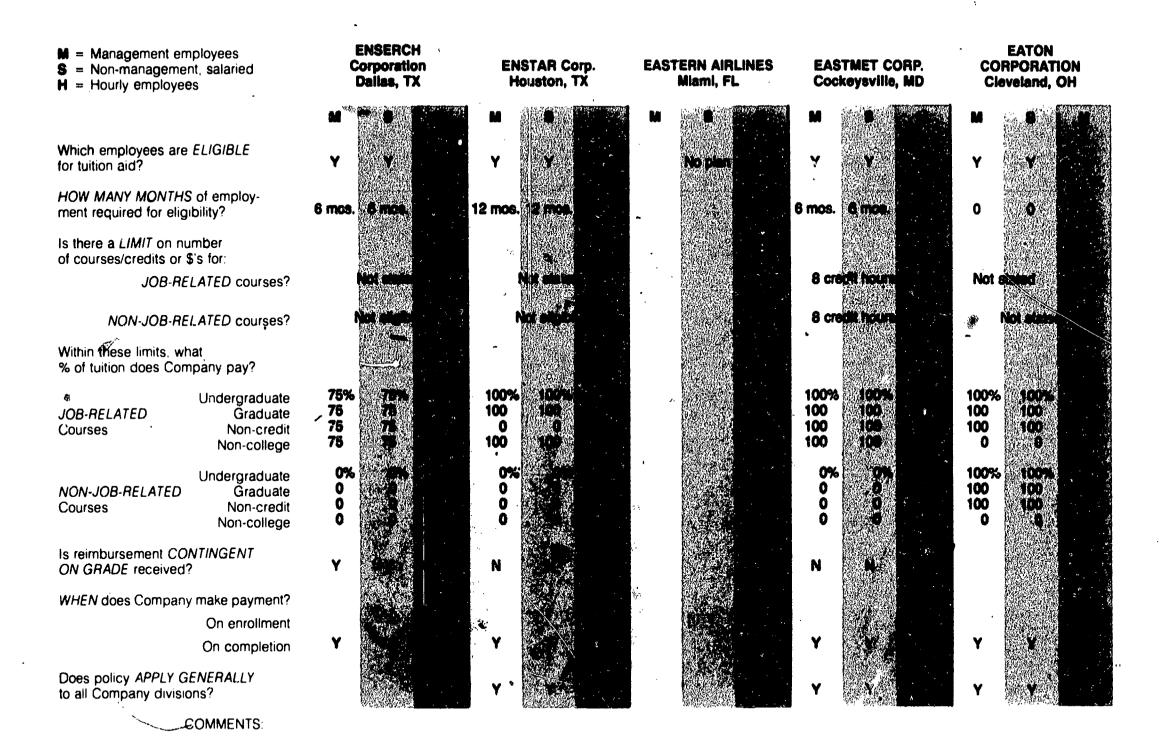


* 100% adult education, business-related

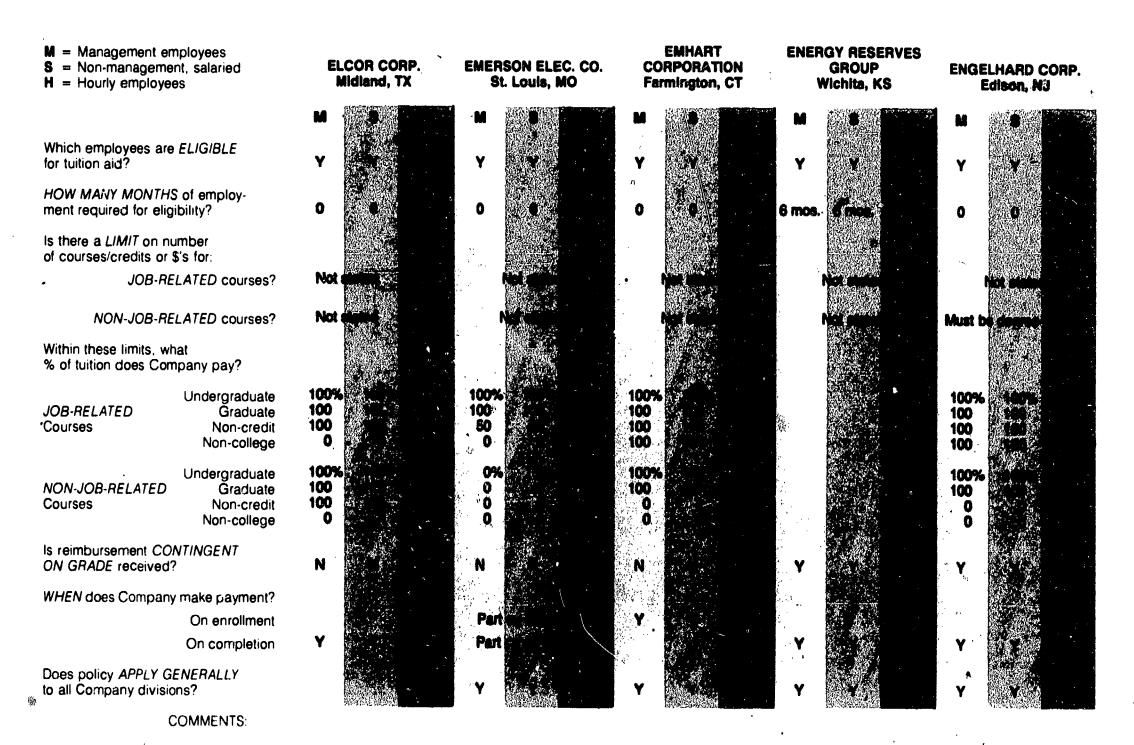
DOW CORNING DRAVO DRESSER M = Management employees DOW JONES & CO. DR. PEPPER CO. CORP CORPORATION **INDUSTRIES** = Non-management, salaried Midland, MI New York, NY Dallas, TX Pittsburgh, PA Dallas, TX H = Hourly employees Which employees are ELIGIBLE for tuition aid? HOW MANY MONTHS of employ-12 ma ment required for eligibility? Is there a LIMIT on number of courses/credits or \$'s for: Not JOB-RELATED courses? Not Not NON-JOB-RELATED courses? 200 Within these limits, what % of tuition does Company pay? 100% 100% 90% Undergraduate 100 100 100 JOB-RELATED Graduate 100 100 Courses Non-credit 90 100 Non-college 100% 90% 90 Undergraduate 100 NON-JOB-RELATED Graduate Courses Non-credit Non-college Is reimbursement CONTINGENT ON GRADE received? WHEN does Company make payment? On enrollment On completion Does policy APPLY GENERALLY to all Company divisions? **COMMENTS:** * Only for pre-retirement courses.

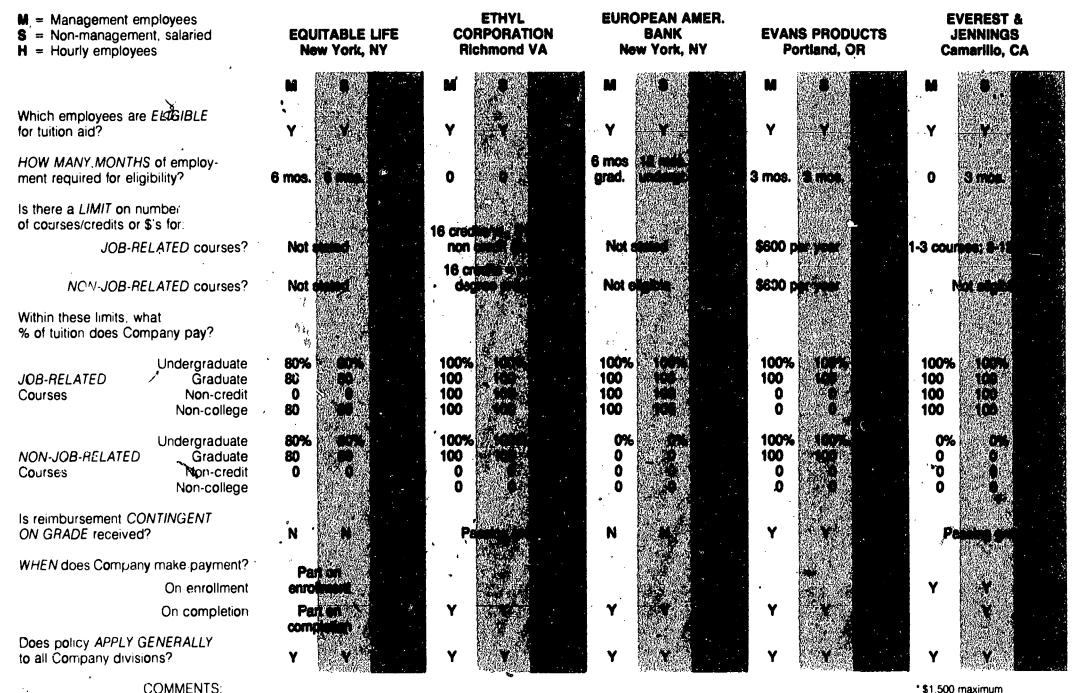


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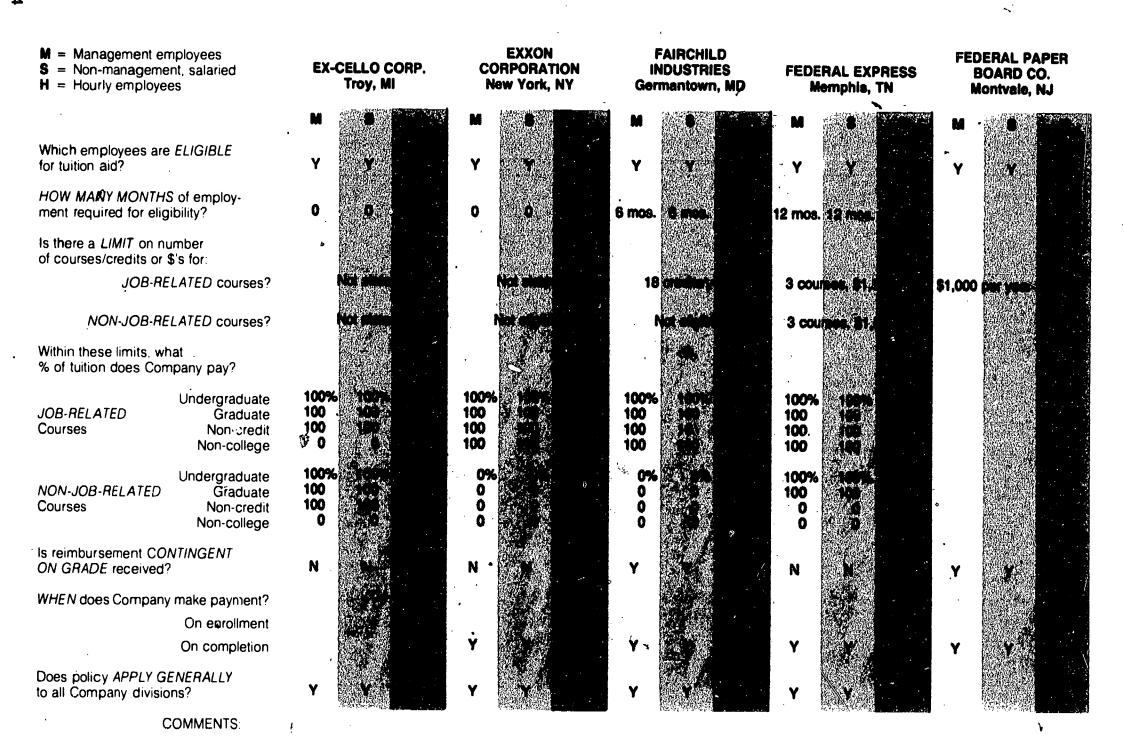
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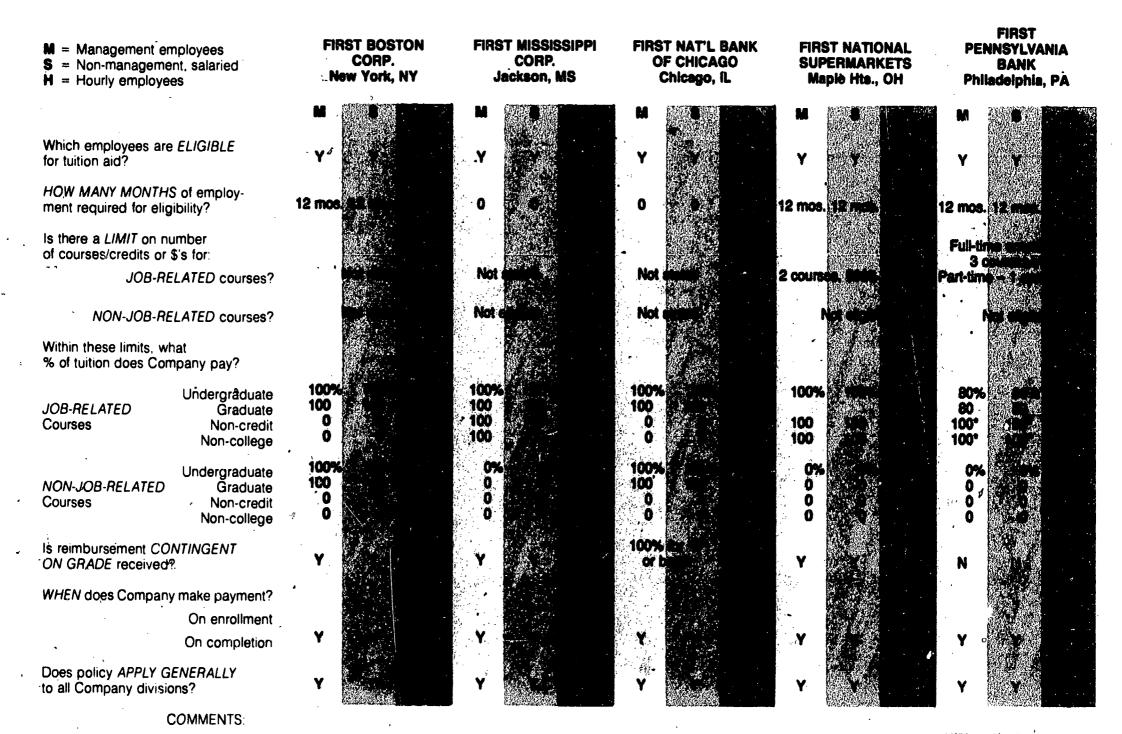
*\$1,500 maximum management employees. \$500 for others





FEDERATED = Management employees = Non-management, salaried FEDERAL-MOGUL **DEPARTMENT STORES** FIELDCREST MILLS FERRO CORP. **FIRESTONE TIRE** Cincinnati, OH **H** = Hourly employees Detroit, MI Cleveland, OH Akron, OH Eden, NC Which employees are ELIGIBLE for tuition aid? HOW MANY MONTHS of employment required for eligibility? 12 mos. 12 Is there a LIMIT on number of courses/credits or \$'s for: JOB-RELATED courses? NON-JOB-RELATED courses? Within these limits, what % of tuition does Company pay? Undergraduate 100% JOB-RELATED **Graduate** 75 75 Courses Non-credit Non-college 75% Undergraduate . NON-JOB-RELATED Graduate Non-credit Courses Non-college Is reimbursement CONTINGENT ON GRADE received? WHEN does Company make payment? On enrollment On completion Does policy APPLY GENERALLY to all Company divisions? COMMENTS:

PS: ERIC



* With qualifications

FIRST UNION FLEMING **FLORIDA POWER M** = Management employees COMPANIES FLICKINGER (S.M.) & LIGHT CO. FLUKE (JOHN) MFG. = Non-management, salaried **NATIONAL BANK** Oklahoma City, OK West Seneca, NY Chartotte, NC Juno Beach, FL H = Hourly employees Everett, WA Which employees are ELIGIBLE for tuition aid? HOW MANY MONTHS of employment required for eligibility? 0 6 mos. 6 mos. Is there a LIMIT on number of courses/credits or \$'s for: JOB-RELATED courses? NON-JOB-RELATED courses? Within these limits, what % of tuition does Company pay? 50% 50 50 50 Undergraduate 75% 100% 100 JOB-RELATED **Graduate** 76 75 100 100 Courses Non-credit 100 Non-college 100% 75% 100% Undergraduate 75 100 NON-JOB-RELATED **Graduate** 100 75 100 Courses Non-credit Non-college Is reimbursement CONTINGENT ON GRADE received? WHEN does Company make payment? On enrollment On completion Does policy APPLY GENERALLY to all Company divisions? COMMENTS: * Payroll deduction available Approved business.

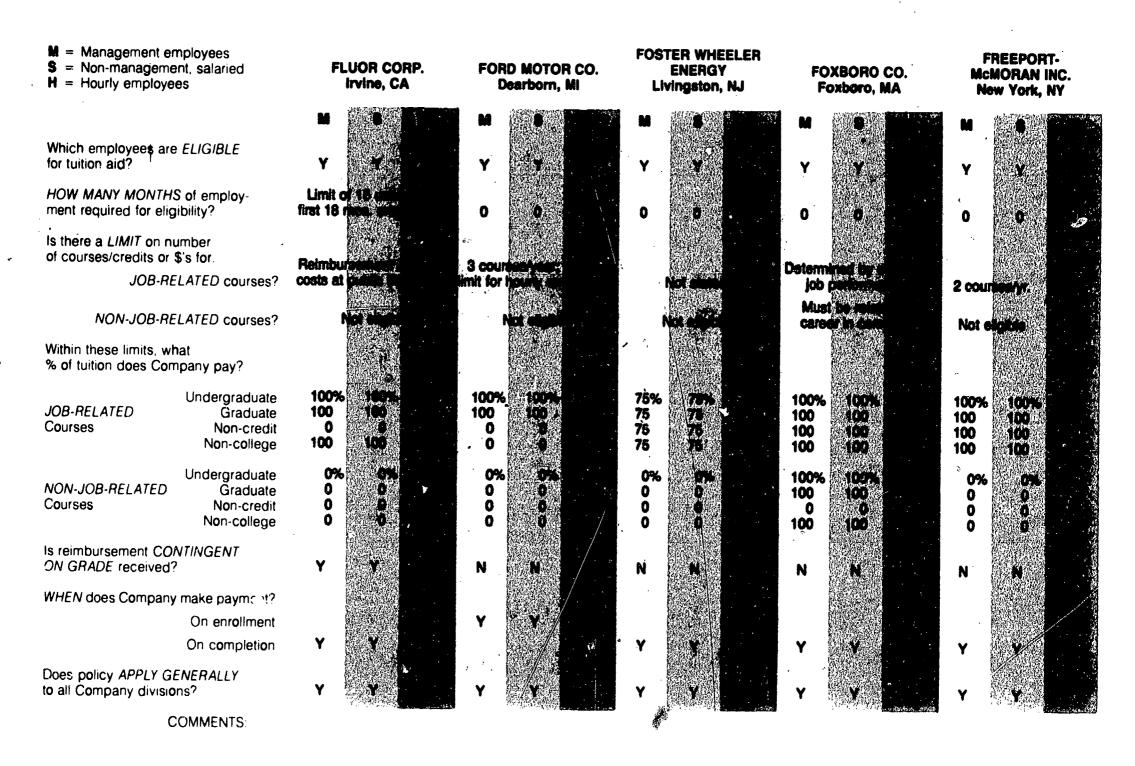
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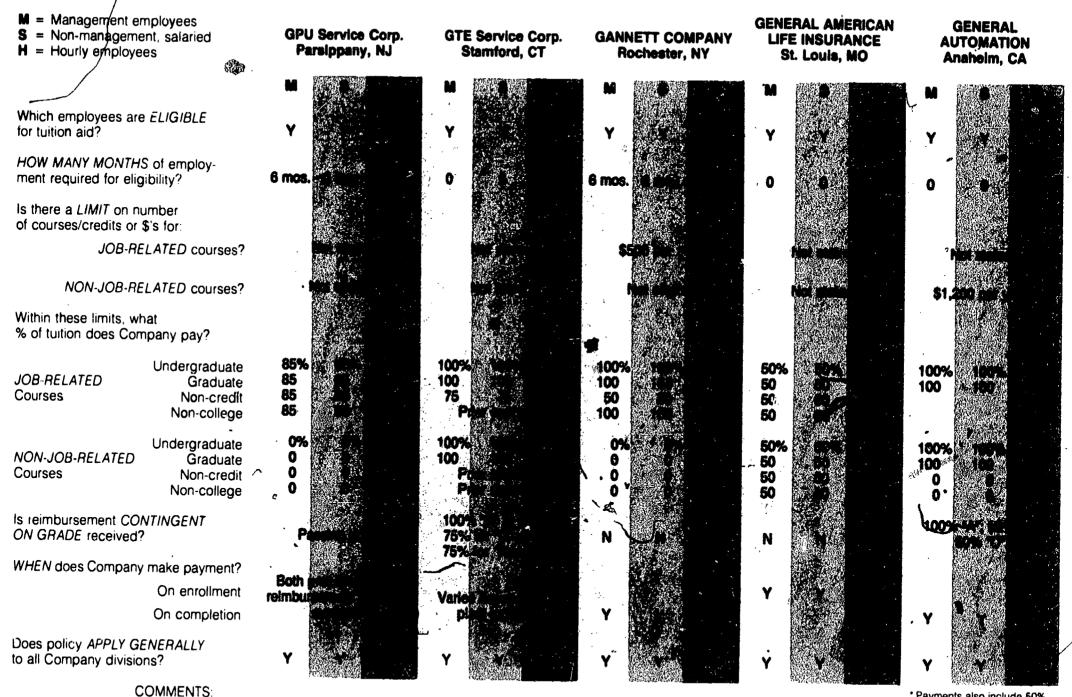


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= Management employees = Non-management, salaried = Hourly employees Which employees are ELIGIBLE for tuition aid? HOW MANY MONTHS of employment required for eligibility? Is there a LIMIT on number of courses/credits or \$'s for: JOB-RELATED courses? NON-JOB-RELATED courses? Within these limits, what % of tuition does Company pay? Undergraduate JOB-RELATED **Graduate** Non-credit Courses Non-college Undergraduate **Graduate** NON-JOB-RELATED Non-credit Courses Non-college Is reimbursement CONTINGENT ON GRADE received? WHEN does Company make payment? On enrollment On completion Does policy APPLY GENERALLY to all Company divisions? COMMENTS:

FRUEHAUF CORP. GATX Corp. GCA Corp. GF Business Equip. **FRONTIER AIRLINES** Detroit. MI Chicago, IL Bedford, MA Youngstown, OH Denver, CO 6 mos. 1009 100% 75% 100 100 100 100 100 1009 100% 100 100

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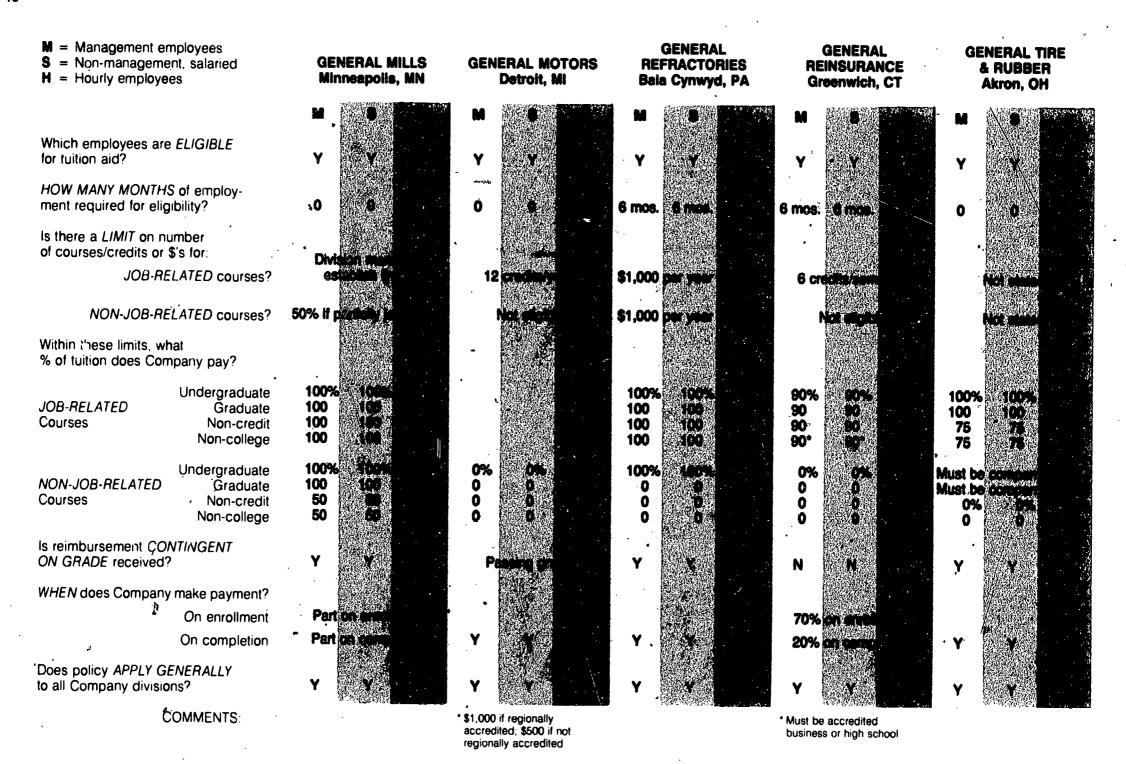


* Payments also include 50% required texts

M = Management employees **GENERAL ELECTRIC GENERAL FOODS GENERAL HOST GENERAL DYNAMICS GENERAL BINDING** = Non-management, salaried Fairfield, CT White Plains, NY Stamford, CT St. Louis, MO Northbrook, iL **H** = Hourly employees Which employees are ELIGIBLE for tuition aid? HOW MANY MONTHS of employ-6 mos ment required for eligibility? 12 mos Is there a LIMIT on number of courses/credits or \$'s for: \$1,200/ Not JOB-RELATED courses? Not NON-JOB-RELATED courses? Within these limits, what % of tuition does Company pay? 100% 1009 Undergraquate 100 JOB-RELATED **Graduate** 100 100 Courses Non-credit 100 Non-college 100% Undergraduate 100 NON-JOB-RELATED Graduate Non-credit Courses Non-college Is reimbursement CONTINGENT ON GRADE received? WHEN does Company make payment? On enrollment On completion Does policy APPLY GENERALLY to all Company divisions?

COMMENTS:





M = Management employeesS = Non-management, salariedH = Hourly employees

Which employees are *ELIGIBLE* for tuition aid?

HOW MANY MONTHS of employment required for eligibility?

Is there a *LIMIT* on number of courses/credits or \$'s for:

JOB-RELATED courses?

NON-JOB-RELATED courses?

Within these limits, what % of tuition does Company pay?

JOB-RELATED Undergraduate
Courses Graduate
Non-credit
Non-college

NON-JOB-RELATED Graduate
Courses Non-credit
Non-college

Is reimbursement CONTINGENT ON GRADE received?

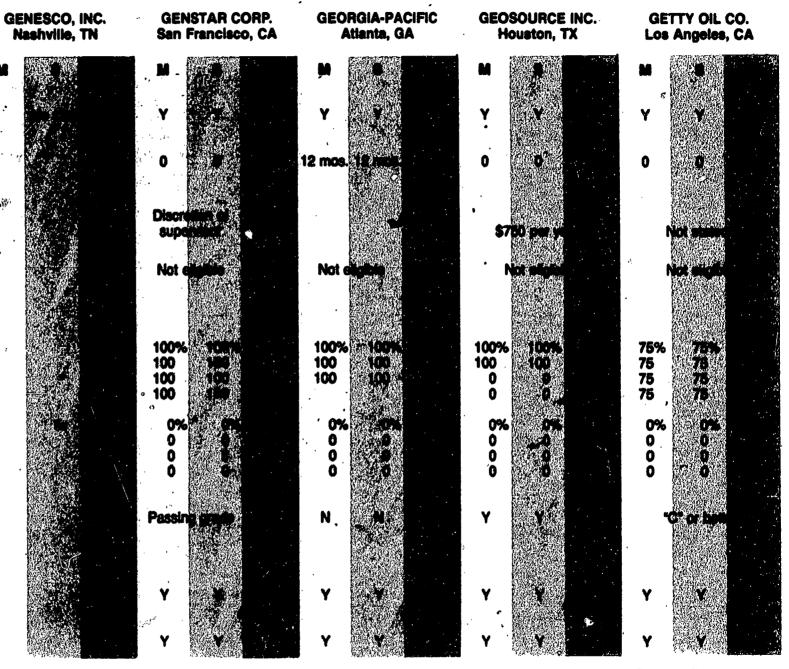
WHEN does Company make payment?

On enrollment

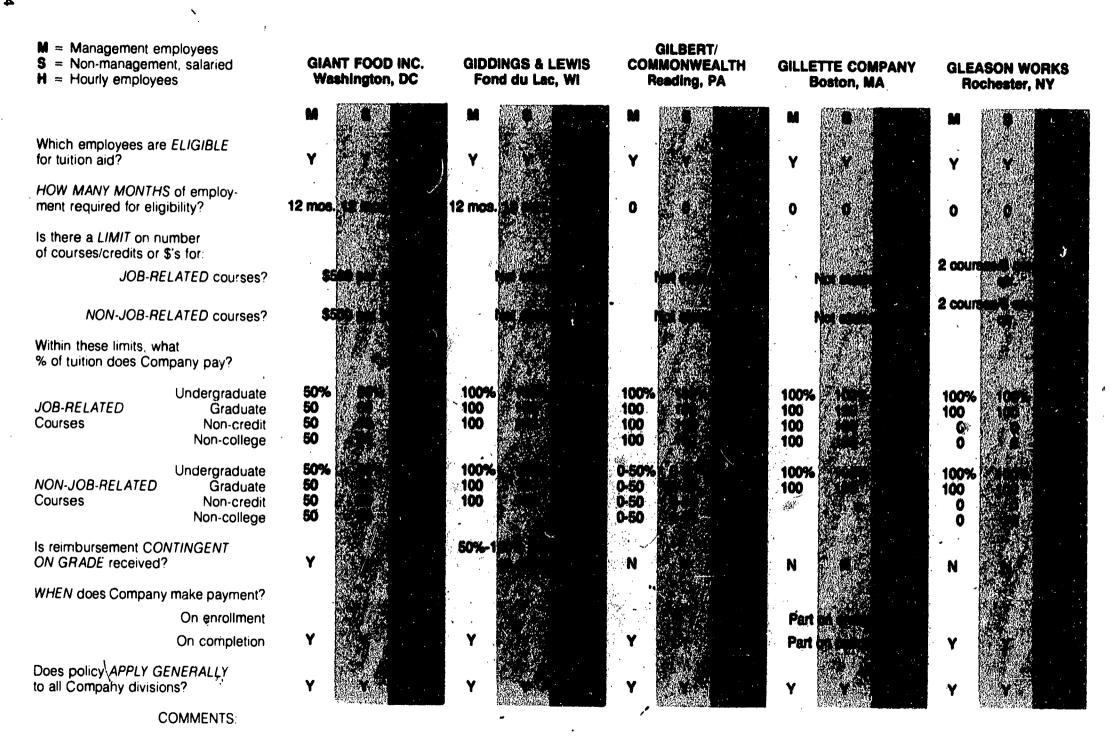
On completion

Does policy APPLY GENERALLY to all Company divisions?

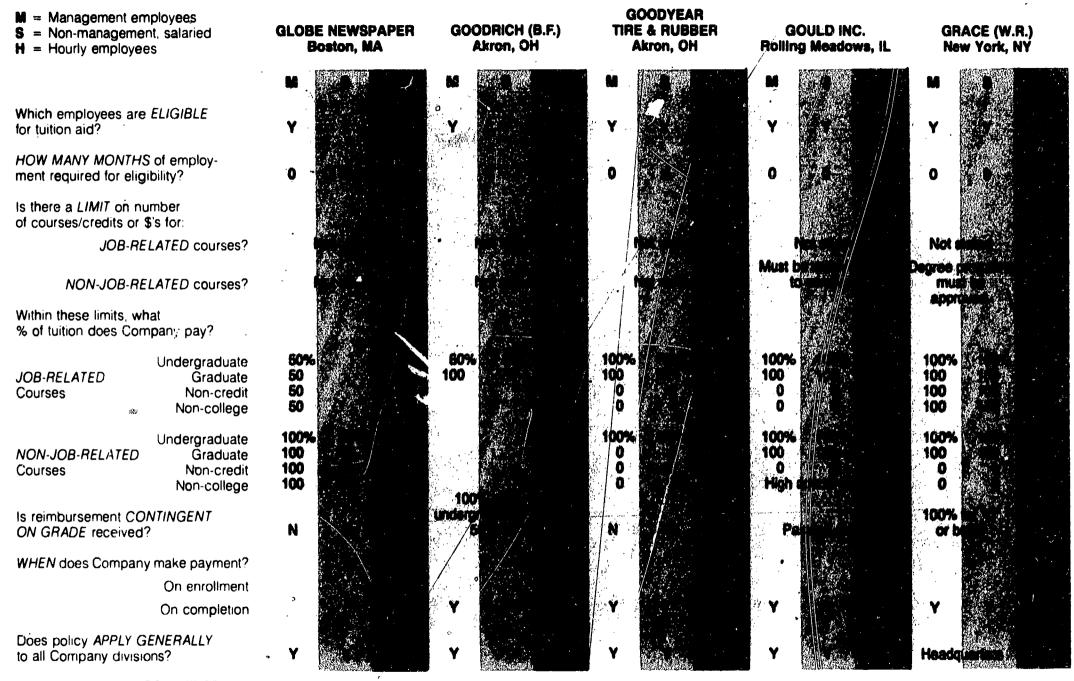
COMMENTS:



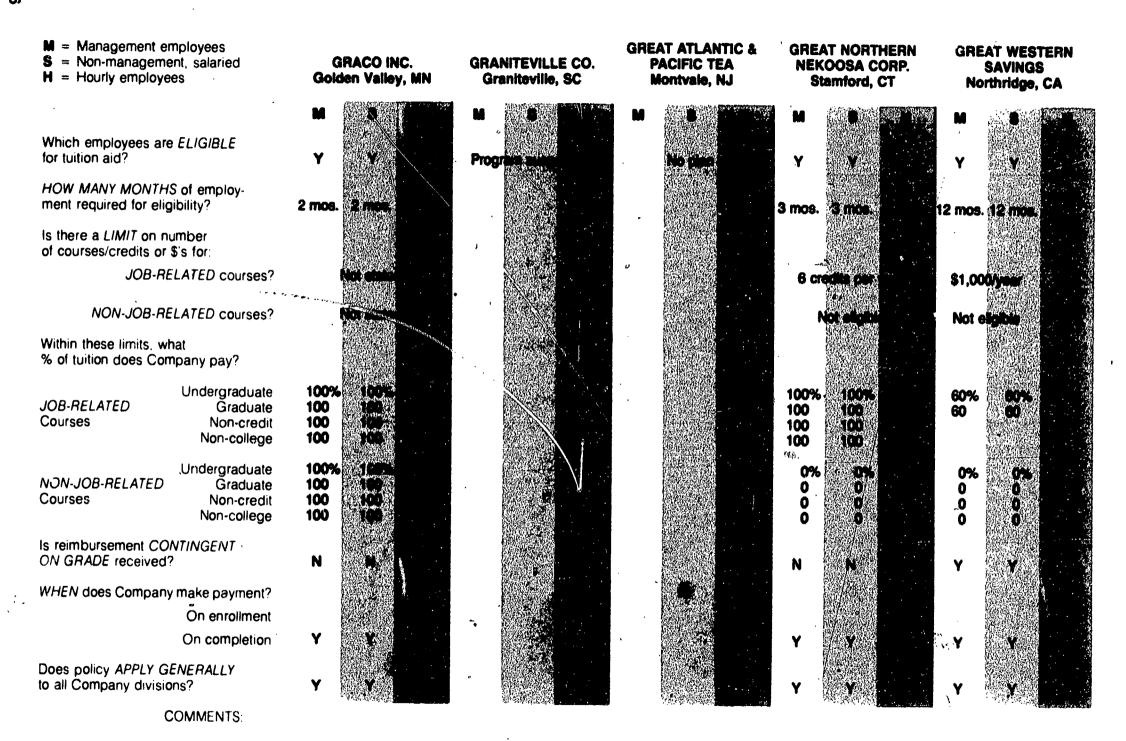
* Remaining 25% upon completion of degree











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	•				
M = Management employeesS = Non-management, salariedH = Hourly employees	GRUMMAN AEROSPACE Bethpage, NY	GULF + WESTERN New York, NY	GULF OIL CORP. Pittsburgh, PA	HALLIBURTON CO. Dallas, TX	HAMMERMILL PAPER , Erie, PA
	M		M	M	
Which employees are <i>ELIGIBLE</i> for tuition aid?	Υ	ΥΥ	Y (1)	Y	Y
HOW MANY MONTHS of employment required for eligibility?	0 0	0 0	0 0	0 0	12 mos. 12 mos.
Is there a <i>LIMIT</i> on number of courses/credits or \$'s for:		100% (0 6.150;			
JOB-RELATED courses?	100	75% over \$480.		\$754 000	
NON-JOB-RELATED courses?	18 2	Not elicate.		for bette, ut	
Within these limits, what % of tuition does Company pay?					
JOB-RELATED Undergraduate Courses Graduate Non-credit Non-college	100% , 100% 100		75% 75% 100 100	100% 165 100 165 100 165 100 200	100% (00% 100 (00 100 (00 100 (00
NON-JOB-RELATED Graduate Courses Non-credit Non-college	100% 100% 100 100 0 0 0 0	2	0% 0% 0 0 0 0 0 0	100% 100% 100 100 0 0	0% 0% 0 9 0 0 0 0
Is reimbursement CONTINGENT ON GRADE received?	100% 5.74° 8.5° 76% 0.5°	N N	N N.	N N	Υ
WHEN does Company make payment?				•	
On enrollment					
On completion	Y (§	Y	Y	Y	Υ , Υ
Does policy APPLY GENERALLY to all Company divisions?	Y	Y	·Y	Y	N N

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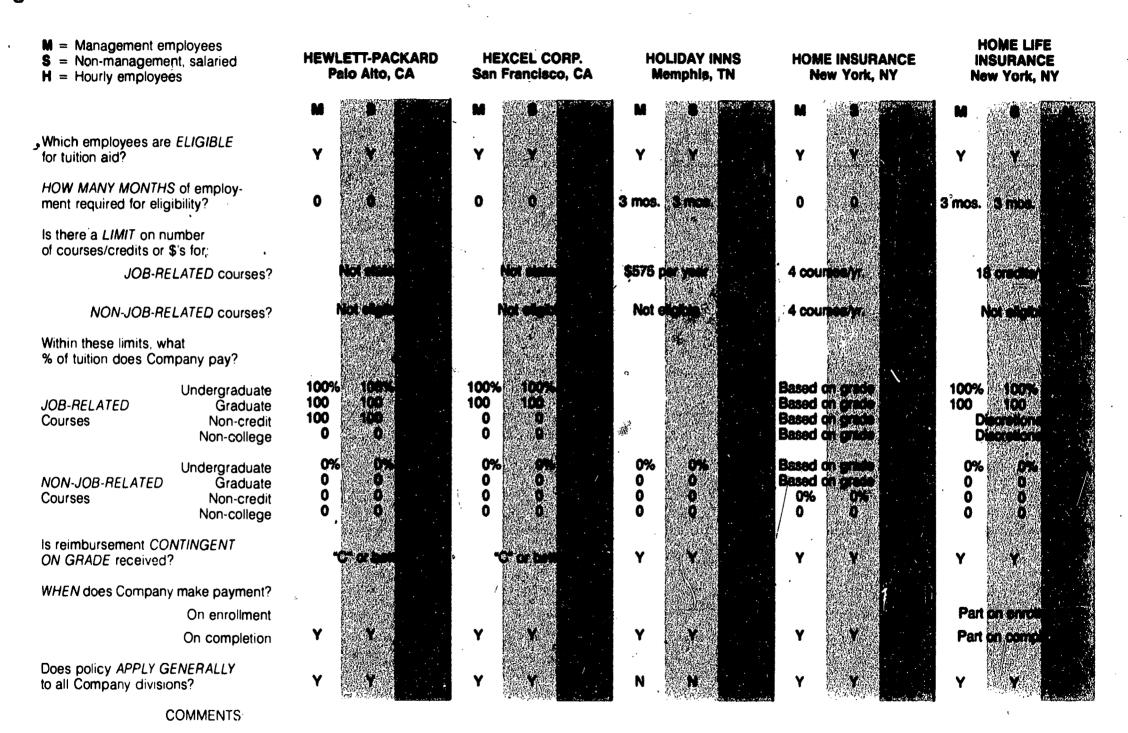
HART SCHAFFNER & **M** = Management employees HARTE-HANKS **S** = Non-management, salaried MARX HANDY & HARMAN HARPER & ROW HARRIS CORP. COMMUNICATIONS ... New York, NY New York, NY **H** = Hourly employees Melbourne, FL Chicago, IL San Antonio, TX Which employees are ELIGIBLE for tuition aid? HOW MANY MONTHS of employment required for eligibility? 3 mos. -8 mos. O and the same Is there a LIMIT on number of courses/credits or \$8 for: JOB-RELATED courses ? ... TOU. 2 courses Must be ргодгалт, в в соц NON-JOB-RELATED courses? Within these limits, what % of tuition does Company pay? 100% 75% 75% 100% Undergraduate 75 ~ 100 100 JOB-RELATED Graduate 100 100 100 **75** 100 Courses Non-credit 100 Non-college 100 Undergraduate 0% 0% 75% 100 NON-JOB-RELATED 0 Graduate Courses Non-credit Non-college Is reimbursement CONTINGENT ON GRADE received? Y WHEN does Company make payment? On enrollment Y On completion Does policy APPLY GENERALLY to all Company divisions?

COMMENTS:

ERIC*

M = Management employeesS = Non-management, salariedH = Hourly employees	HARVEY HUBBELL Orange, CT	HEINZ USA Pittsburgh, PA	HERCULES INC. Wilmington, DE	HERMAN MILLER Zeeland, Mi	HEUBLEIN INC. Farmington, CT
Which employees are <i>ELIGIBLE</i> for tuition aid? HOW MANY MONTHS of employment required for eligibility? Is there a <i>LIMIT</i> on number of courses/credits or \$'s for your ses?	W	M Y 3 mos.	Not a second	6 mos. \$1,000	M
Within these limits, what % of tuition does Company pay? Undergraduate JOB-RELATED Graduate Courses Non-credit	100% 100 100 70	100% 100 100	Not each.	100% 100 100 75	100% 100 100 100
Non-college Undergraduate NON-JOB-RELATED Graduate Courses Non-credit Non-college Is reimbursement CONTINGENT ON GRADE received?	70 100% 150 100 100 100 100 100 100 100 100 100	100% 100% 100 100 100	0% 0 0 0 1	75 100% 100 0 0	100 (18) 0% (3) 0 (3) 0 (4) 0 (4)
WHEN does Company make payment? On enrollment On completion Does policy APPLY GENERALLY to all Company divisions?	Y	Y	Y / 2 / 2 / 2 / 2 / 2 / 2 / 2 / 2 / 2 /	Y	Y

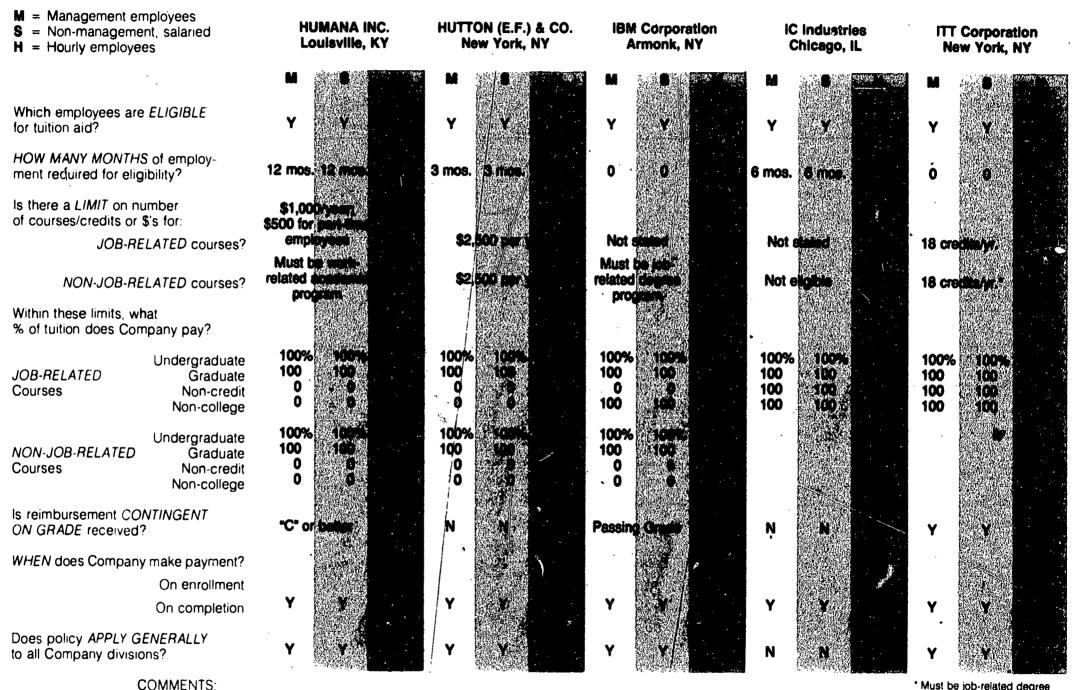
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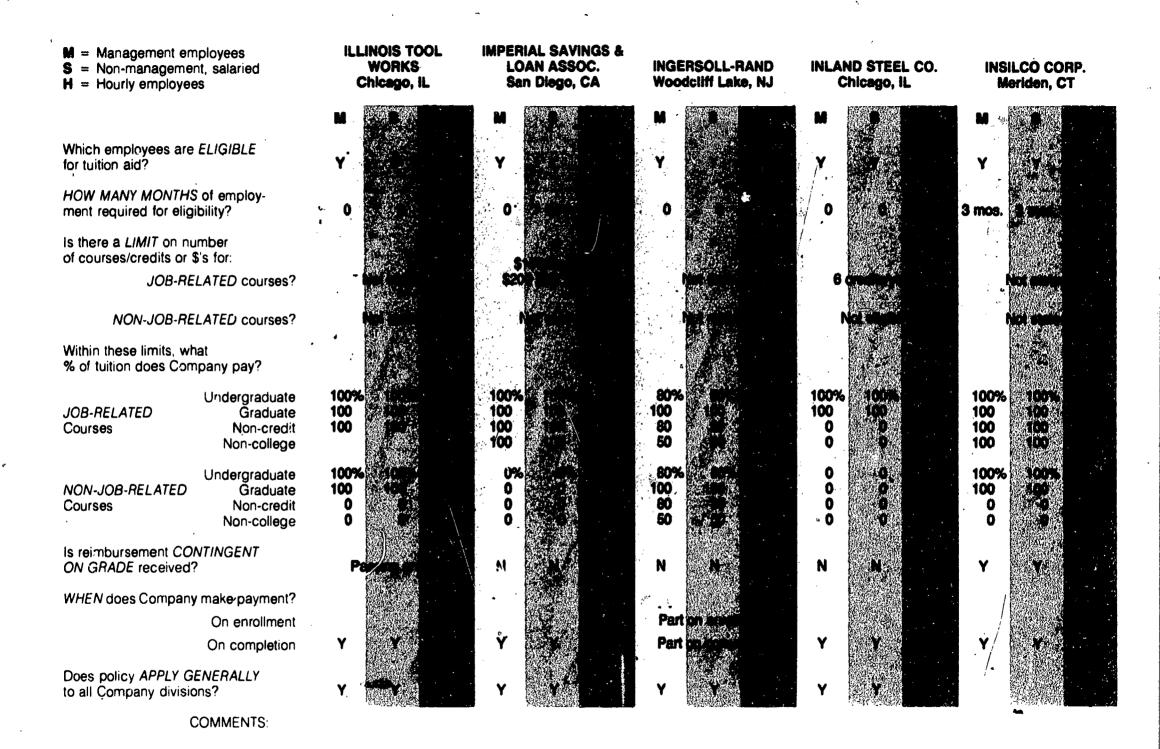
ERIC **
Arull Track Provided by ERIC.

M = Management employeesS = Non-management, salariedH = Hourly employees	HONEYWELL INC. Minneapolis, MN	HOOVER UNIVERSAL Ann Arbor, MI	HORMEL (GEO. A.) Austin, MN	HOUGHTON MIFFLIN Boston, MA	HUGHES TOOL CO. Spring, TX
			M	M	M
Which employees are ELIGIBLE for tuition aid?	Y	Y	Y	Y	Y
HOW MANY MONTHS of employment required for eligibility?	0 0	1 mo. 2 me	B mos.	6 mos. 6 mos.	6 mos. 6 m:
Is there a LIMIT on number of courses/credits or \$'s for:				100 By (
JOB-RELATED courses?			- 14.7	oth	\$500 FB: A-B 1
NON-JOB-RELATED courses?			_	Based on S	
Within these limits, what % of tuition does Company pay?			1		
JOB-RELATED Undergraduate Courses Non-credit Non-college	100% 100% 100 100 100 100 100 166	100% (07%) 100 (05) 100 (05) 100 (064)	80% 80 80 80		100% 100 0 0 0 0
NON-JOB-RELATED Undergraduate Courses Undergraduate Courses Non-credit Non-college	100% (00%) 100 (100) 100 (00)	100% (00%) 100 100 0 0	0% 0 0 0		0% 0% 0 0 0 0 0 0 0
Is reimbursement CONTINGENT ON GRADE received?	N A	Y	N	Pal-kiya	Y
WHEN does Company make payment?					
On enrollment		Part of the			
On completion	Y	Part on occup	Y	Y	Y
Does policy APPLY GENERALLY to all Company divisions?	Y	Y	Y	Υ	Y





Must be job-related degree program



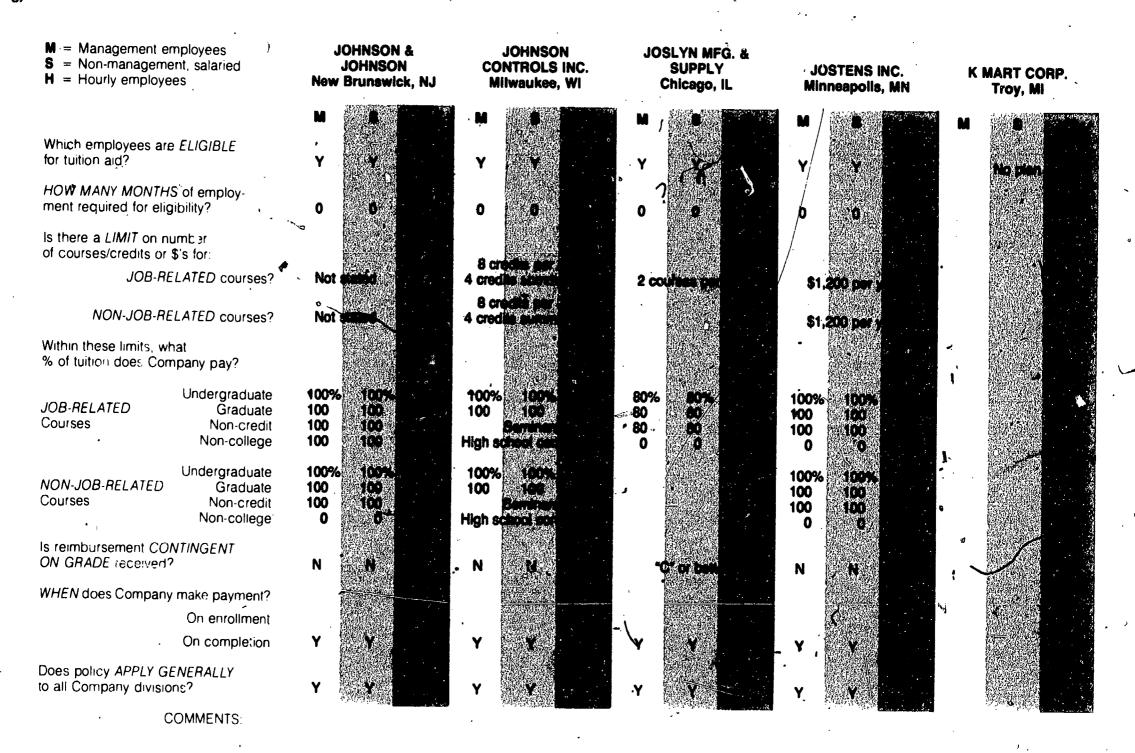
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M = Management employeesS = Non-management salariedH = Hourly employees	INTERNATIONAL MINERALS & CHEMICAL Mundelein, IL	INTERNATIONAL HARVESTER Chicago, IL	INTERNATIONAL MULTIFOODS Minneapolis, MN	INTERNATIONAL PAPER New York, NY	INTERPACE CORP. Rockaway, NJ
	M	M	M . 8 . H	M S	M S I
Which employees are ELIGIBLE for tuition aid?	· Y	Y	\Y Y	Υ	Y V
HOW MANY MONTHS of employment required for eligibility?	0 0	6 mos. 6 mcs.	0 0	6 mots. 6 mag	. o o
Is there a <i>LIMIT</i> on number of courses/credits or \$'s for:					
JOB-RELATED courses?			Discretion of suggestion	Not stated	Not stated
NON-JOB-RELATED courses?	N. January		Discretion of all	Not stated	Degree must be job-related
Within these limits, what % of tuition does Company pay?					
JOB-RELATED Undergraduate Courses Course Course Course Course Course Course Course Course Course Cours	90% 80% 90 80 90-100 90-101 100 100	100% 100% 100 100 100 100 100 000	100% 100% 100 100 100 100 100 100	100% 100% 100 100 100 100 100 100	100% 100% 100 100 100 100 100 100 100 10
NON-JOB-RELATED Undergraduate Courses Undergraduate Graduate Non-credit Non-college	0% 5°0. 0 0 0 0 0 0 0 5 0	100% 100% 100 100 0 0 0 0	100% 100% / 6 0 0 0 0 0 0	100% 100% 100 100 160 100 100 180	100% 100% 100 100 100 2 100 100 100
Is reimbursement CONTINGENT ON GRADE received?	N N	Y	"D" or bestiles	N N	N N
WHEN does Company make payment?				Part on	
On enrollment		•		enrolkment (
On completion	Y	Y	Y	Par. on	Υ . Υ
Does policy APPLY GENERALLY to all Company divisions?	Y Y	Y	Y	completion Y	Discretionary
COMMENTS	*Except for pre-retirement program		ends to has together by	ins processing and the	AND STATE OF THE S



 M = Management employees S = Non-management, salaried H = Hourly employees 	INVESTORS DIVERSIFIED SERVICES Minneapolis, MN	JAMES RIVER CORP. Richmond, VA	JEFFERSON STANDARD LIFE INS. Greensboro, NC	JEWEL COMPANIES Chicago, IL	JOHN HANCOCK MUTUAL LIFE INS. Boston, MA
Which employees are ELIGIBLE for tuition aid? HOW MANY MONTHS of employ-	M Y	M ()		M B	Y
ment required for eligibility? Is there a <i>LIMIT</i> on number	6 mos. 6 m.s.	0 0		12 mos. 12 mai:	6 mos. 6 mes.
of courses/credits or \$'s for: JOB-RELATED courses?		100% if results superviser sixter		2 00/140	24 creditaly;] \$800; 88, (146 100%, p 88,0)
NON-JOB-RELATED courses?Within these limits, whatof tuition does Company pay?				2 delyssa)	
Undergraduate JOB-RELATED Graduate Courses Non-credit Non-college	100% 1009 100 100 100 100 100 100			75% 759 76 Lyrcs 100 Grein 100	100% 100% 100 900 0 0 0
NON-JOB-RELATED Courses Undergraduate Graduate Non-credit Non-college	0% 6% 0 0 0 0 0 0	0% 0% 0 0 0 0 0 0		75% 75% 75 0 0 0 0 0	100% 100% 100 100 0 0
Is reimbursement CONTINGENT ON GRADE received?	*****	Y		Y	N N
WHEN does Company make payment? On enrollment On completion Does policy APPLY GENERALLY to all Company divisions?	Y Y Y Y Y Y Y Y Y Y Y Y Y Y Y Y Y Y Y	Y		Y	Y
COMMENTS:				The state of the s	

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M = Management employeesS = Non-management, salariedH = Hourly employees	KAISER ALUMINUM & CHEMICAL Ravenswood, WV	KAISER CEMENT Oakland, CA	KELLOGG COMPANY Battle Creek, MI	KEMPER GROUP Long Grove, IL	KENNAMETAL INC. Latrobe, PA
		M	M	M	M
Which employees are ELIGIBLE for tuition aid?	Y	Y	Y	Y	Y
HOW MANY MONTHS of employment required for eligibility?	0	0 2	0 . 0	0 0	0
Is there a <i>LIMIT</i> on number of courses/credits or \$'s for:				100% r. p.	
JOB-RELATED courses?	100 100 100 100 100 100 100 100 100 100	\$1,500		of t	
NON-JOB-RELATED courses?		Not each		ind	
Within these limits, what % of tuition does Company pay?					
JOB-RELATED Undergraduate Courses Undergraduate Courses Non-credit Non-college	100% 100 0 0	75% 75 0 0 0	100% 100 0 0	50% 50% 50% 50 50 50 50 50 50 50 50 50 50 50 50 50	100% (00) 100 (00) 100 (00) 100 (80)
NON-JOB-RELATED Undergraduate Courses Undergraduate Courses Non-credit Non-college	0% 0 0	0% 0 0	100% 100 0 0	50% But 50 50 50 50 50 50 50 50 50 50 50 50	100% 100 0 0
Is reimbursement CONTINGENT ON GRADE received?	N	N	Y	Pa	Y
!*!:+EW does Company make payment?					
On enrollment On completion	,	Y	Y		Y
Does policy APPLY GENERALLY to all Company divisions?	Y	Υ	Y	Y	· Y
COMMENTS:					

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KEYSTONE M = Management employees KERR-MCGEE CORP. **KEUFFEL & ESSER CONSOLIDATED** = Non-management, salaried KIMBERLY CLARK KOPPERS CO. INC. Oklahoma City, OK **H** = Hourly employees Morristown, NJ Dallas, TX Neenah, Wi Pittsburgh, PA Which employees are ELIGIBLE Y for tuition aid? HOW MANY MONTHS of employ-2 mos. 2 mos. 16 mos. 6 mos ment required for eligibility? 0 Is there a LIMIT on number of courses/credits or \$'s for: 9 credita/ser \$650/yr \$525/yr JOB-RELATED courses? NON-JOB-RELATED courses? 9 credita/ann Up to an ellowed Within these limits, what % of tuition does Company pay? 100% 756 75% Undergraduate 100% 100% 100 75 100 JOB-RELATED 100 \Box Graduate 100 100 75 100 Courses 7 Non-credit -100 100 75 100 COL Non-college 100 A Section 1 100% Undergraduate 0% 100% 0% 100. NON-JOB-RELATED 100 100 100 Graduate 0 Courses 0 100 Non-credit Ď 100 100 Non-college Is reimbursement CONTINGENT ON GRADE received? Passing or N WHEN does Company make payment? On enrollment On completion Does policy APPLY GENERALLY to all Company divisions? COMMENTS



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LAMSON & = Management employees LACLEDE STEEL CO. SESSIONS **LEAR SIEGLER INC. LEVER BROTHERS KROGER COMPANY** = Non-management, salariec Cleveland, OH St. Louis, MO Santa Monica, CA New York, NY Cincinnati, OH **H** = Hourly employees Which employees are ELIGIBLE for tuition aid? HOW MANY MONTHS of employ-0 Full-time ment required for eligibility? Is there a LIMIT on number of courses/credits or \$ s for: 9 credite/ser JOB-RELATED courses? Not ellable NON-JOB-RELATED courses? Within these limits, what % of tuition does Company pay? 75% 100% niae.» 100% 50% Undergraduate 75 100 100 50 Graduate JOB-RELATED 75 75 100 100 100 Non-credit Courses 75 100 100 Non-college 0% 0% 100% 0% 0% Undergraduate 0 0 0 100 100 0 NON-JOB-RELATED Graduate or high sizhioù c Ö Courses Non-credit Non-college Is reimbursement CONTINGENT N Ņ N ON GRADE received? WHEN does Company make payment? Part on enro tribera On enrollment Part on On completion Does policy APPLY GENERALLY to all Company divisions?

* Tuition assistance program

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M = Management employeesS = Non-management, salariedH = Hourly employees	LEVI STRAUSS & CO. San Francisco, CA	LIBBEY-OWENS- FORD Toledo, OH	LIBERTY NATIONAL LIFE INSURANCE Birmingham, AL	LIFE INSURANCE CO. OF VIRGINIA Richmond, VA	LILLY (ELI) & CO. Indianapolis, IN
Which employees are ELIGIBLE for tuition aid? HOW MANY MONTHS of employment required for eligibility?	Y 12 mos. 12 mes.	M Y O O	M B	M 2	M C C C C C C C C C C C C C C C C C C C
Is there a LIMIT on number of courses/credits or \$'s for: JOB-RELATED courses?		Not seeled	12 mos. 12 mos.	O O	
NON-JOB-RELATED courses? Within these limits, what % of tuition does Company pay?		Must appy as care sea. Company	\$750,633	100% received courses) L. V. yrs. and g., J. study 3 courses/	\$100 200 600
JOB-RELATED Graduate Courses Non-credit Non-college	100% 100% 100 100 0 0	100% 105% 100	100% 100% 100 100 100 100 0 0	100% 100% 100 100 100 100 100 100	100% 100% 100 506 100 500 100 500
NON-JOB-RELATED Courses Undergraduate Graduate Non-credit Non-college	100% 100% 0 0 0 0 1 0	100% 100% 100 100 0 0	-100% 100% 100 100 0 0 0 0	100% 100% 100 100 0 0 0 0	50% 50% 50 50 50 60 50 50
Is reimbursement CONTINGENT ON GRADE received?	N &	"C" or baller	Y Y.	Passing grade	Pauliture
WHEN does Company make payment? On enrollment On completion	Y	Y	Y	Part on enrollment Part on	Y
Does policy APPLY GENERALLY to all Company divisions? COMMENTS:	Y V 50% loan available	N N	N N	completion Y	N N



M = Management employeesS = Non-management, salariedH = Hourly employees	LINCOLN NAT'L LIFE Fort Wayne, IN	LIPTON (THOMAS J.) Englewood Cliffs, NJ	LIQUID AIR CORP. San Francisco, CA	LITTON INDUSTRIES Beverly Hills, CA	LOCKHEED CORP. Burbank, CA
Which employees are ELIGIBLE for tuition aid? HOW MANY MONTHS of employ-	M G	M \$	M S V	M 8	M 8 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
ment required for eligibility?	0 0	6 mos. 6 mos.	6 mos. 6 mas		mos. mos.
of courses/credits or \$'s for:					\$750/yaar; no leaste
JOB-RELATED courses?	SSLIP	6 courses per	6 courses var	No Bush	grad, degree pressure
NON-JOB-RELATED courses?	\$900/yr if allocative company collaborations	6 courses or	N. M. C.		Courses to San BA or MA de
Within these limits, what % of tuition does Company pay?					
JOB-RELATED Undergraduate Courses Non-credit Non-college	100% (00%) 100 (00) 100 (00) 0 0	100% 100% 100 100 100 100 0 0	100% 100% 100 100 100 100 100 100	100% 100% 100 103	75% 75% 100 100 0 0 75* 75
NON-JOB-RELATED Courses Undergraduate Graduate Non-credit Non-college	100% 100% 100 100 0 ,0 0 0	100% 100% 100 100 0 0 0 0	100% 100% 100 100 0 0 0 0		75% 75% 5 5 75 75 76 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
Is reimbursement CONTINGENT ON GRADE received?	N N	Y	N A	Y	Υ
WHEN does Company make payment?					
On enrollment				Part on Arros	
On completion	Y	Y	Y	Part of cours	Y
Does policy APPLY GENERALLY to all Company divisions?	Y	Υ	Y //		N N

^{*} On exception basis.



 M = Management employees S = Non-management salaried H = Hourly employees 	LOCTITE CORP. Newington, CT	LONE STAR INDUSTRIES Greenwich, CT	LONG ISLAND LIGHTING Hicksville, NY	LONGVIEW FIBRE Longview, WA	LOUISIANA LAND & EXPLORATION New Orleans, LA
	M 8 4 4 4	M A S	M 8	M 8 M	M 8
Which employees are <i>ELIGIBLE</i> for tuition aid?	Y	Y	Υ 1/1/19	No plen	Y Y
HOW MANY MONTHS of employment required for eligibility?	0 02	12 mos. 12 mos.	12 mos. 12 mos. (12 mos. 12 mos. 12 mos. 12 mos. 12 mos. 12 mos. (12 mos. 12 mos. 12 mos. 12 mos. 12 mos. 12 mos. (12 mos. 12 mos. 12 mos. 12 mos. 12 mos. (12 mos. (12 mos. 12 mos. (12 mos. (12 mos. 12 mos. (12 mos		0 0 0
Is there a LIMIT on number of courses/credits or \$'s for:					
JOB-RELATED courses?	\$1500 000	. Not stated			Not stated
NON-JOB-RELATED courses?	N. C. B. L. L.	Must be approved degree program	12 grad/18 um credits (st.)		Not stated
Within these limits, what % of tuition does Company pay?					
JOB-RELATED Undergraduate JOB-RELATED Graduate Courses Non-credit Non-college	100% (00% 100 100 100 100 100 100	100% 100% 100 100 100 100 100 100	75% 75% 100 100 100 100 100 100		100% 100% 100 100 100 100 100 100
NON-JOB-RELATED Undergraduate Courses Undergraduate Graduate Non-credit Non-college	100% 100% 100 103 100 100 100 100	100% 100% 100 100 0 0 0 0	75% 75% 100 100 0 0 0 0		100% 100% 100 100 0 0
Is reimbursement CONTINGENT ON GRADE received?	N N	N N	N N		Y
WHEN does Company make payment?					
On enrollment					
On completion	Υ	Υ , Υ	Y		Y
Does policy APPLY GENERALLY to all Company divisions?	Υ . Υ	Y	Y . Y		Y Y

M= Management employees S = Non-management, salaried H = Hourly employees	LUBRIZOL CORP. Wickliffe, OH	LUCKY STORES, INC. Dublin, CA	LUFKIN INDUSTRIES Lufkin, TX	M/A-Com Components Burlington, MA	MAPCO Incorporated Tuisa, OK
- Which employees are ELIGIBLE for tuition aid?	M 0 1	M 8)	M S	M 8 M	M S N
HOW MANY MONTHS of employment required for eligibility?	o <i>o</i>	6 mos. 6 mcs	12 mos. 12 mos 2 cos	1 mo. 1 mo.	12 mos. 12 mos. 42 mos.
is there a LIMIT on number of courses/credits or \$'s for:					1000/ 400 100
JOB-RELATED courses?	Prior approval i	\$400 per year	\$200 per sem		100% for "A"; 75% (4.5%) 50% for "C"
NON-JOB-RELATED courses?	Not started.	\$400 pier year	\$200 pc. sc m		100% for "A", 75% (ASS) 50% for "C.
Within these limits, what % of tuition does Company pay?					
JOB-RELATED Undergraduate Courses Courses Non-credit Non-college	100% 100% 100 0.1 100 100 100 101	100% 100% 100 100 0 0 0 0	100% 100% 100 100 0 0 0 0	100% 100% 100% 100 100 100 100 100 100	
NON-JOB-RELATED Undergraduate Courses Undergraduate Courses Non-credit Non-college	100% 100% 100 100 100 100 100 100	100% 100% 100 100 0 0 0 0	100% 100% 100 100 0 0 0 0	100% 100% 100 100 100 100 100 100	
Is reimbursement CONTINGENT ON GRADE received?		N N	N N S	C CP-1	
WHEN does Company make payment?					
On enrollment			V		
On completion	Y	Y	Y	Y	Y
Does policy APPLY GENERALLY to all Company divisions?	Y	Y	Y Y.	y	Y

M = Management employees **MACMILLAN MANAGEMENT** = Non-management, salaried **MCA** Incorporated **PUBLISHING** MACY (P.H.) & CO. **ASSISTANCE** MANVILLE CORP. **H** = Hourly employees Universal City, CA New York, NY New York, NY New York, NY Denver, CO Which employees are ELIGIBLE for tuition aid? HOW MANY MONTHS of employment required for eligibility? 3 mos. 3 mos. 6 mos. Is there a LIMIT on number of courses/credits or \$'s for JOB-RELATED courses? \$1,000/yr.; 6 Not state \$2,000 pe Not state Must be relaticated development Must be part Must be care NON-JOB-RELATED courses? Not state degree prog Within these limits, what % of tuition does Company pay? 75% Undergraduate 75% 50% 504 100% 1007/ 100 100% JOB-RELATED Graduate 75 75 50 50 100 100 75 Courses 50 Non-credit 100 100 75 100 0 50 .0 Non-college 100 100 Undergraduate **17%** 0% 50% 100% **NON-JOB RELATED** Graduate 50 50 100 Courses Non-credit Non-college Is reimbursement CONTINGENT ON GRADE received? N WHEN does Company make payment? On enrollment Part on ento On completion Part on come Does policy APPLY GENERALLY to all Company divisions? COMMENTS:

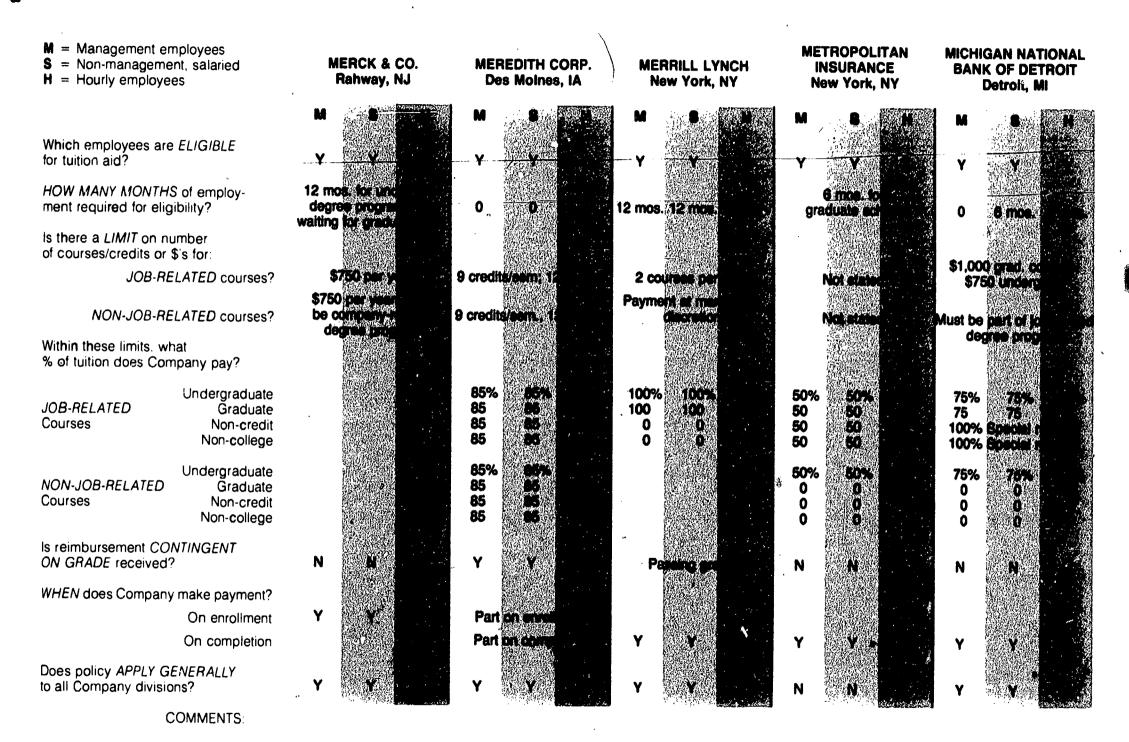
ERIC Full Text Provided by ERIC

M = Management employeesS = Non-management, salariedH = Hourly employees	MARION CORP. Mobile, AL	MARTIN MARIETTA Bethesda, MD	MARY KAY COSMETICS Dallas, TX	MASS. MUTUAL LIFE Springfield, MA	MATTEL INCORPORATED Hawthorne, CA
	M . 8	M 48	M	M	M 8
Which employees are <i>ELIGIBLE</i> for tuition aid?	No East	Y	Y	Υ (()	Y
HOW MANY MONTHS of employment required for eligibility?		0 0	0 0	12 mos. 12 mas.	o ô 2
Is there a LIMIT on number of courses/credits or \$'s for			\$7,50/semester/U degree/, \$1,00		
JOB-RELATED courses?				\$1,000 per year	100% at state in the state
NON-JOB-RELATED courses?			\$750/sem, und degree: \$1,000 messer/s	Not eligible	8
Within these limits, what % of tuition does Company pay?					
Undergraduate JOB-RELATED Graduate Courses Non-credit Non-college		100% 100% 100 100 100 100 100 100	100% 100% 100 100 0 0 0 0	75% 75% 75 76 0 0 0 0	
NON-JOB-RELATED Undergraduate Courses Graduate Non-credit Non-college		100% 160% 100 100 100 103 100 100	100% 160% 100 100 0 0	0% 0% 0 0 0 0 0 0	
Is reimbursement CONTINGENT ON GRADE received?		N N	Y	N X	Y
WHEN does Company make payment?					
On enrollment					
On completion		Y	Y	Y	Y
Does policy APPLY GENERALLY to all Company divisions?		Y	Y	Y	Y
COMMENTS.					

M = Management erS = Non-managemeH = Hourly employer	nt, salaried	MAYTAG COMPAN' Newton, IA	MCCORMICK & CO. Hunt Vally, MD	MCDERMOTT INC. New Orleans, LA	MCDONNELL DOUGLAS St. Louis, MO	MCGRAW EDISON Rolling Meadows, IL
Which employees are for tuition aid?	ELIGIBLE	M. S.	M 8	M S	M · · · · ·	
HOW MANY MONTHS ment required for elig		0 0	12 mos. 12 mas.	0 4	0 0	3 mos. 3 mos es ses
Is there a LIMIT on nu of courses/credits or						
JOB-RE	LATED courses?		Relativ		2 courses per	4 courses per ans
NON-JOB-RE	LATED courses?		Reimburgement on subject in	Not class	Not eligible.	4 courses persent
Within these limits, whe will will be with the within the will be within the within the within the within the within the within the will be will be within the will be within the will be will be within the will be will be within the will be within the will be will be will be will be within the will be w						
JOB-RELATED ** Courses	Undergraduate Graduate Non-credit Non-college	100%—100% 100 100 100 100 Accred. correct	75% 759 75 78 Diacretate Discretates	100% 1074 100 100 100 100 100 100	60%° 60%° 60° 80° 0 0 High school/wic	80%* 80%* 2 % 4 80 80 80 80 80 80 80
NON-JOB-RELATED Courses	Undergraduate Graduate Non-credit Non-college	50% 50% 50 50 0 0 0 0		0% 0% 0 0 0 0 0 0		80% 80% 80 80 80 0 0
Is reimbursement COI ON GRADE received?		N R	N N	v V 2	Y	
WHEN does Company	• •					
	On enrollment On completion		Y	Y	y y	
Does policy APPLY Gi to all Company division		Y	Y	· • • • • • • • • • • • • • • • • • • •	Y Y	
C	COMMENTS:		— — — — — — — — — — — — — — — — — — —	CHARACTERS OF THE	* Upon degree completion, an	* 100% if company requires

* Upon degree completion, an additional 15% undergrad. 40% grad * 100% if company requires course work

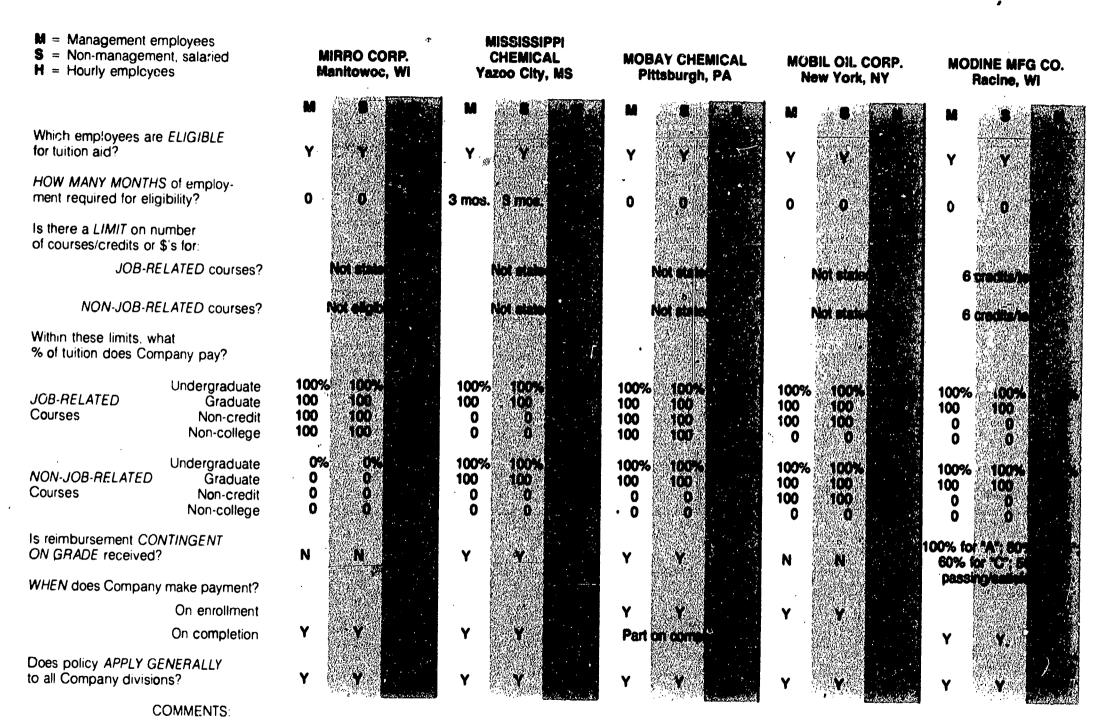
M = Management employeesS = Non-management, salariedH = Hourly employees	MCGRAW-HILL INC. New York, NY	MCLOUTH STEEL PRODUCTS Detroit, Mi	MEDTRONIC INC. Minneapolis, MN	MELLON NATIONAL CORP. Pittsburgh, PA	MERCANTILE NATIONAL BANK Dallas, TX
Which employees are ELIGIBLE for tuition aid?	Y	M (1)	M 9	M 8	M
HOW MANY MONTHS of employment required for eligibility?	00	0 0	0 0	0 0	3 mos. & mos.
Is there a LIMIT on number of courses/credits or \$'s for:					
JOB-RELATED courses?	82,117,	\$1,50° [5.4]	S1/250, year 18.6		
NON-JOB-RELATED courses?	\$1,800,950		company 5		
Within these limits, what % of tuition does Company pay?					
Undergraduate JOB-RELATED Graduate Courses Non-credit Non-college	75% 75% 75 75 76 75 75 77 75 75	50% 80% 50 30 50 63 50 63	100% 100% 100 100 100 100 100 100	100% 100% 100 (60 0 0 0 0	100% 100% 100 (00 100 100 100 (00
Undergraduate NON-JOB-RELATED Graduate Courses Non-credit Non-college	75% 75% 75 75 75 75 75 75 75 75	0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0	100% 150% 100 100 100 100 100 100	100% 100% 100 100 0 0 0 0	100% 100% 100 100 0 0 0 0
Is reimbursement CONTINGENT ON GRADE received?	N X	. Y	Parity	Y	Parito, y
WHEN does Company make payment?			V		
On enrollment On completion	Y	Y		Y	
Does policy APPLY GENERALLY to all Company divisions?	Y	Y	N 3	Y	Y .
COMMENTS:	* 100 - 50 MM (200)	en expanse (i) i interesse a second and a second			, , , , , , , , , , , , , , , , , , , ,



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 M = Management employees S = Non-management, salaried H = Hourly employees 	MIDDLE SOUTH SERVICES New Orleans, LA	MILES LABORATORIES Elkhart, IN	MILLIPORE CORP. Bedford, MA	MINN. MINING & MFG. St. Paul, MN	MINN. MUTUAL LIFE St. Paul, MN
Which employees are <i>ELIGIBLE</i> for tuition aid?	M A	M D	86-4, 8	M L	M ()
HOW MANY MONTHS of employment required for eligibility?	0 67	0 8	3 mos. 3 m.s.	Q	3 mos. 3 nos.
Is there a LIMIT on number of courses/credits or \$'s for:			2 courses a co		
JOB-RELATED courses? NON-JOB-RELATED courses?	Not discoil. Music		Approjest State	Must be part	Based on examile
Within these limits, what % of tuition does Company pay?	value to this da.		Counses 2	degrap	\
JOB-RELATED Undergraduate Courses Graduate Non-credit Non-college	100% 100 100 34 0 100 100 100	100% 100% 100 100 100 100 100 862	100% 100% 100 100 100 100 100 160	100% 100% 100 100 0 0	100% 100% 100 100 100 100 100 100
NON-JOB-RELATED Courses Undergraduate Graduate Non-credit Non-college		100% (65) 100 (65) 100 (65)	100% 105%	100% 100% 100 100 0 0	100% 160% 0 0 0 0 0 0
Is reimbursement CONTINGENT ON GRADE received?	N M	N A	N	Pariso	N A
WHEN does Company make payment? On enrollment			Y		y
On completion	Y 2.	Y		Y	
Does policy APPLY GENERALLY to all Company divisions?	N N	Y	Y (X)	γ .	Y // Y
COMMENTS:	* No interest loans available				





M = Management employeesS = Non-management, salariedH = Hourly employees	MOHAWK DATA SCIENCES Parsippany, NJ	MONOGRAM INDUSTRIES Santa Monica, CA	MOOG INC. East Aurora, NY	MOORE MCCORMACK RESOURCES Stamford, CT	MORGAN GUARANTY TRUST New York, NY
Which employees are ELIGIBLE for tuition aid?	M F	M I	M B	M	M C
HOW MANY MONTHS of employment required for eligibility?	o a	12 mos. 12 ms.	0 0	12 mos. 12 mos.	6 mos. (0 m.c.)
Is there a <i>LIMIT</i> on number of courses/credits or \$'s for:					6 croditars Sub- for underpracti degrees No. 1978
JOB-RELATED courses?			Must reveal		grad. decrease
NON-JOB-RELATED courses?					6 creditura i soo
Within these limits, what % of tuition does Company pay?			•		
JOB-RELATED Undergraduate Courses Non-credit Non-college	75% 770% 75 55 0 0 0 9	100% 100% 100 100 100 100 100 165	100% (80% 100 100 100 100 100 100 100 100 100 1	100% 100% 100 00 100 00 100 100	100% (00%) 100 100 100 100 100 100
Vindergraduate NON-JOB-RELATED Graduate Courses Non-credit Non college	75% 75 0 0	0% -07 0 0 0 0	100% (20%) 100 (20 100 (00 100 (00 100 (100	100% 100% 100 100 0 0	100% (00° 100° (00° 100° (00° 0 (00°
Is reimbursement CONTINGENT ON GRADE received?	Y	N A	N N	Passing avail	N N
WHEN does Company make payment?					
On enrollment On completion	Y .	Y	Y	Y	Y
Does policy APPLY GENERALLY to all Company divisions?	Y	N X	Y	Y	Y
COMMENTS:					* Must be part of degree program

^{*} Must be part of degree program



				• •	
 M = Management employees S = Non-management, salaried H = Hourly employees 	MORRISON- KNUDSEN CO. Boise, ID	MORTON THIOKOL INC. Chicago, IL	MOTOROLA INC. Schaumburg, IL	MUNSINGWEAR INC. Minneapolis, MN	MURPHY OIL CORP. El Dorado, AR
Which employees are ELIGIBLE for tuition aid?	M B F	M O	M C	M ()	M
HOW MANY MONTHS of employment required for eligibility?	12 mos /12 mes	3 mos. \$1 mos.	0 0	6 mos. 6 mes.	0 0
Is there a LIMIT on number of courses/credits or \$'s for:	2 could be a factor of the country o				
JOB-RELATED courses?	\$1,125	ir.			6 courses/\$1,600
NON-JOB-RELATED courses?	to co	And Angelone			
Within these limits, what % of tuition does Company pay?	edvanc courses to E \$562				
JOB-RELATED Undergraduate Courses Some Non-credit Non-college	100% 160% 100 100 100 100 100 800	100% 100% 100 103 100 100 100 100	100% p., 100 600 100 (0.9) 100 200	50% 50% 50 50 50 60 0 0	100% 160° 100 160 100 100 100 100
NON-JOB-RELATED Undergraduate Courses Undergraduate Graduate Non-credit Non-college	50% 55% 50 50 50 20 50 20 50 20	100% (60%) 100 , 106 100 107 100 101	0% 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0% 0% 0 0 0 0	100% 100 100 101 Species
Is reimbursement CONTINGENT ON GRADE received?	Y	N N	N N	N N	N A
WHEN does Company make payment?					
On enrollment				Υ '5 'Υ	
On completion	Y	Y	Y		Y
Does policy APPLY GENERALLY to all Company divisions?	Y Y 1	v v	Y	y y	
COMMENTS:	V 100 mm 2018 100	Evapor packettill	THE PROPERTY OF THE PARTY OF TH		· Company of the comp

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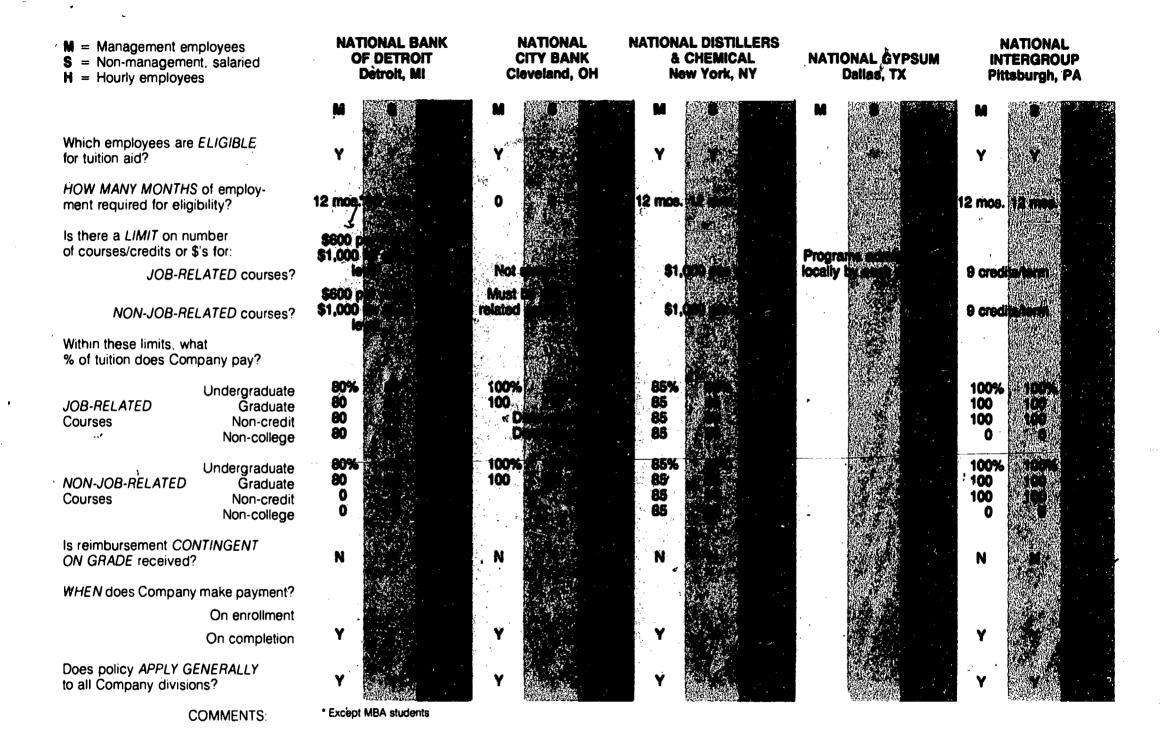
M = Management employees **MUTUAL BENEFIT MUTUAL OF OMAHA** = Non-management, salaried LIFE **MUTUAL LIFE INS NY NABISCO Brands NCR** Corporation New York, NY Omaha, NE Dayton, OH **H** = Hourly employees Newark, NJ Parsippany, NJ Which employees are *ELIGIBL*€ for tuition aid? HOW MANY MONTHS of employ-3 mos. 3 mos. ment required for eligibility? Is there a LIMIT on number of courses/credits or \$'s for: JOB-RELATED courses? NON-JOB-RELATED courses? Within these limits, what % of tuition does Company pay? 75% 100% Undergraduate 100% 75 Graduate 100 100 JOB-RELATED 100 Non-credit Courses 75 Non-college 76% Undergraduate 100% 100% 75 NON-JOB-RELATED Graduate 100 100 Non-credit Courses Non-college ' Is reimbursement CONTINGENT ON GRADE received? WHEN does Company make payment? On enrollment On completion Does policy APPLY GENERALLY to all Company divisions? COMMENTS: 100% reimbursement for job-

required courses

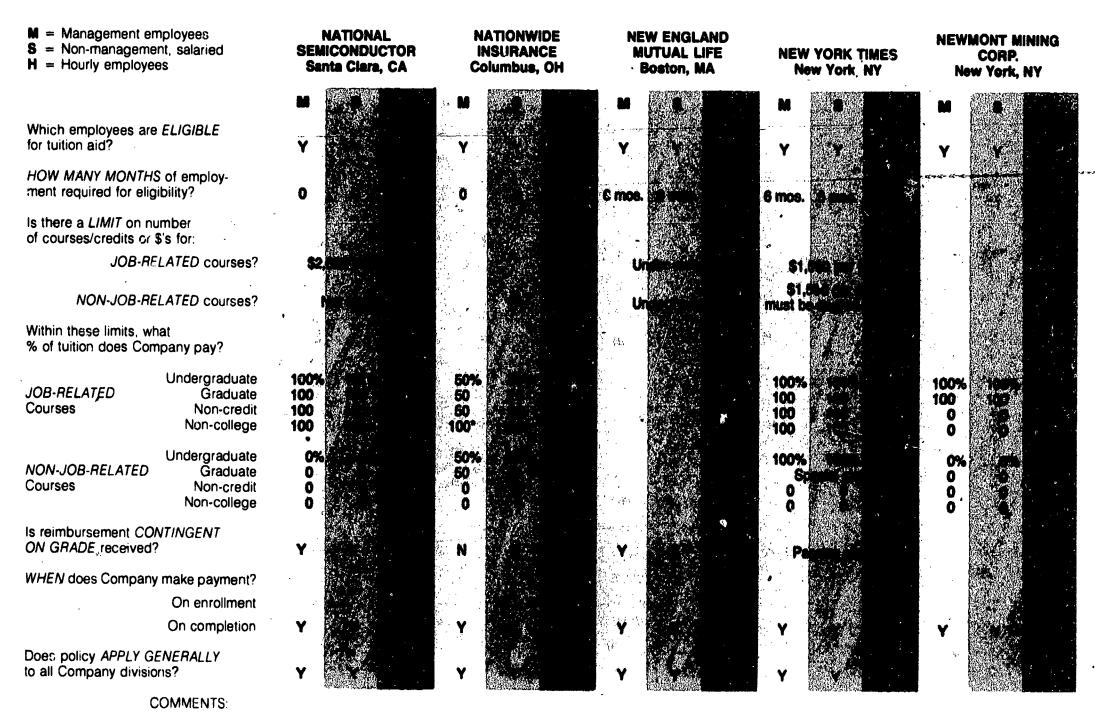
216

= Management employees **NATIONAL BANK OF** = Non-management, salaried NIBCO Inc. **NL** Industries **NALCO CHEMICAL** NASHUA CORP. NORTH AMERICA **H** = Hourly employees Elkhart, IN New York, NY Oak Brook, IL Nashua, NH West Hempstead, NY Which employees are ELIGIBLE for tuition aid? HOW MANY MONTHS of employment required for eligibility? 3 mos. 12 mos. 12 3 mos. Is there a LIMIT on number of courses/credits or \$'s for: JOB-RELATED courses? Courses min Limited NON-JOB-RELATED courses? to basic skills Within these limits, what % of tuition does Company pay? Undergraduate 75% 100% 100% 100% JOB-RELATED **Graduate** 75 100 100 100 100 100 Courses 75 Non-credit 100 100 Non-college 100 Undergraduate 75% 100% 100% 100% NON-JOB-RELATED Graduate **'7**E 100 100 100 Courses Non-credit 100 Non-college 100 Is reimbursement CONTINGENT ON GRADE received? WHEN does Company make payment? On enrollment On completion Does policy APPLY GENERALLY to all Company divisions? COMMENTS:



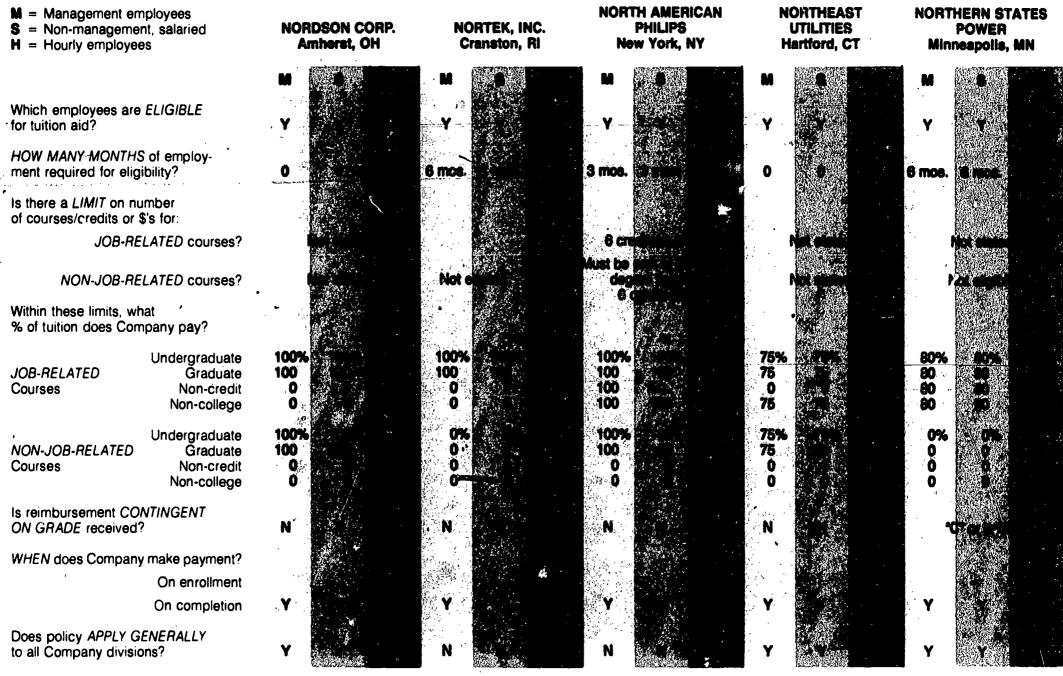




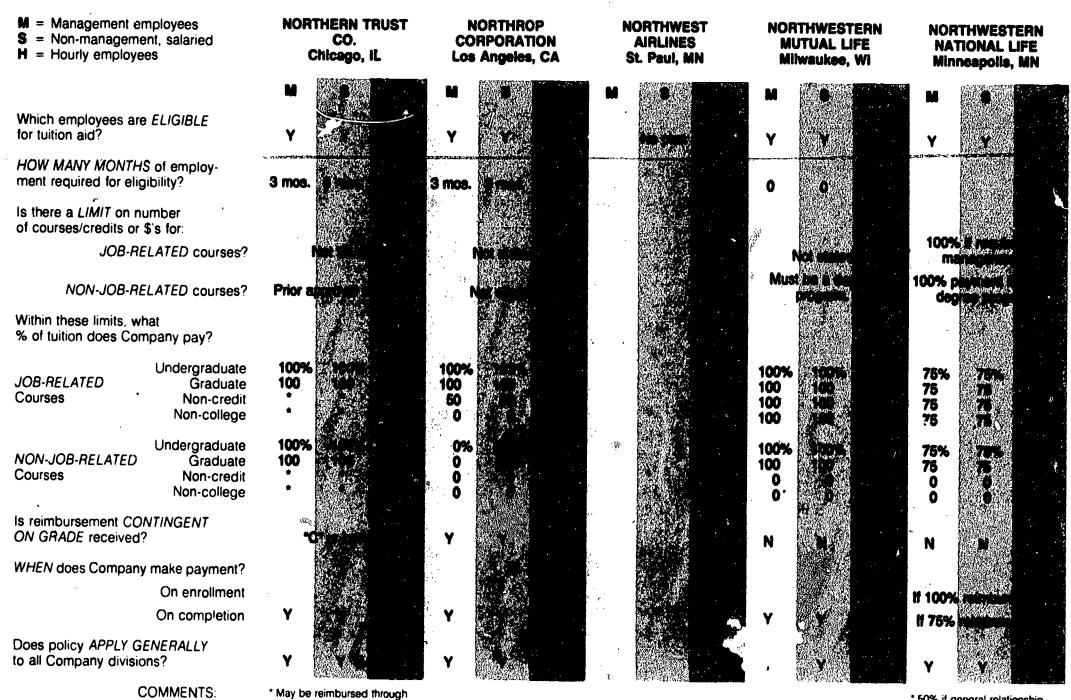


^{*} Technical insurance courses

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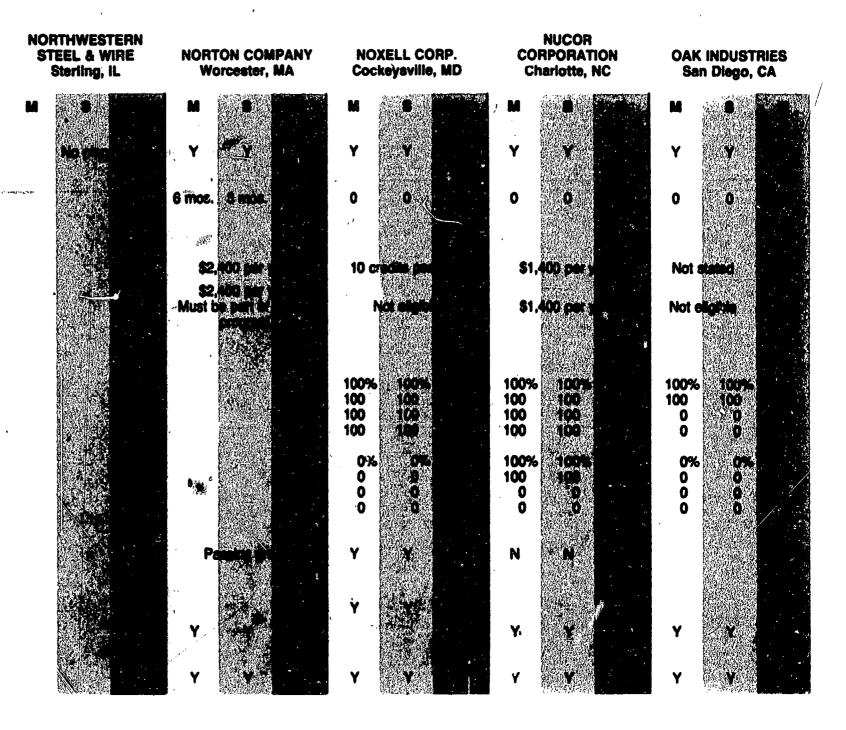


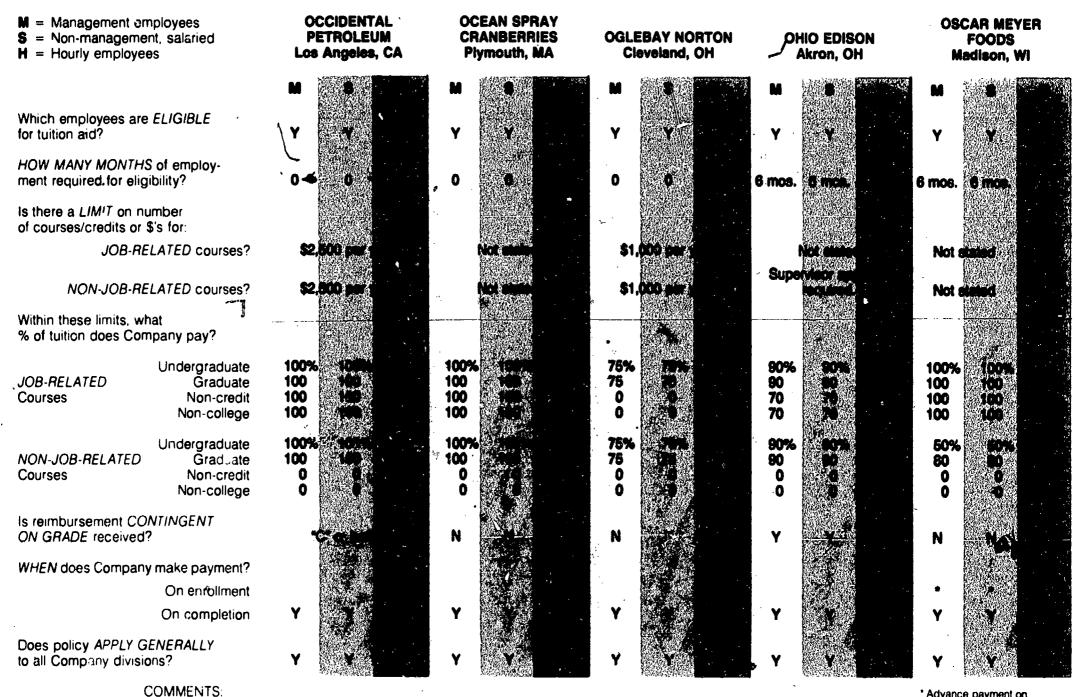


other Co programs

* 50% if general relationship.

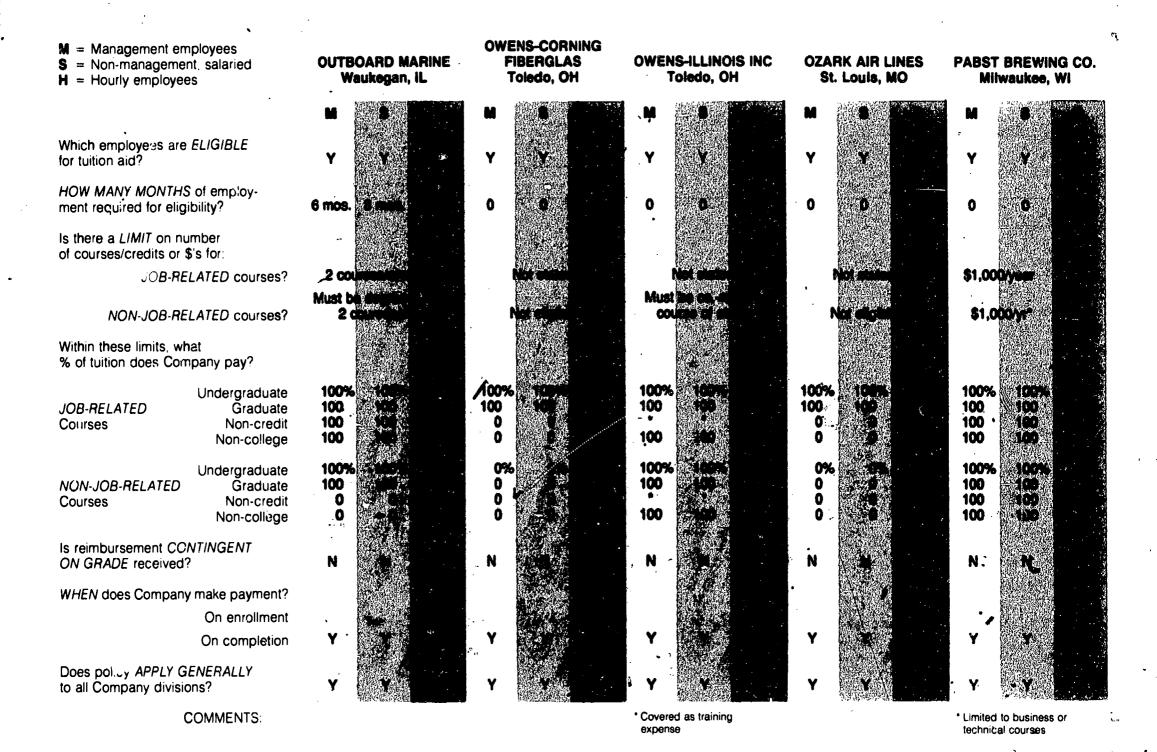
= Management employees = Non-management, salaried = Hourly employees Which employees are ELIGIBLE for tuition aid? HOW MANY MONTHS of employment required for eligibility? Is there a LIMIT on number of courses/credits or \$'s for: JOB-RELATED courses? NON-JOB-RELATED courses? Within triese limits, what % of tuition does Company pay? Undergraduate JOB-RELATED Graduate Courses Non-credit Non-college Undergraduate NON-JOB-RELATED Graduate Non-credit Courses Non-college Is reimbursement CONTINGENT ON GRADE received? WHEN does Company make payment? On enrollment On completion Does policy APPLY GENERALLY to all Company divisions?



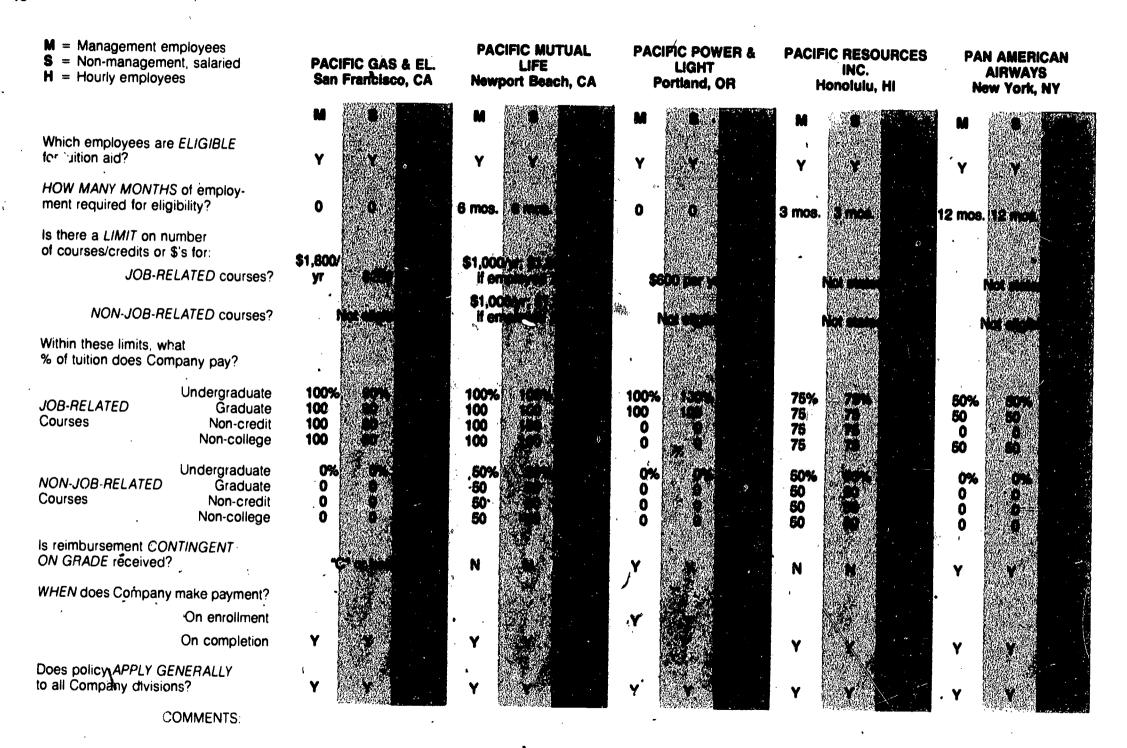


* Advance payment on request





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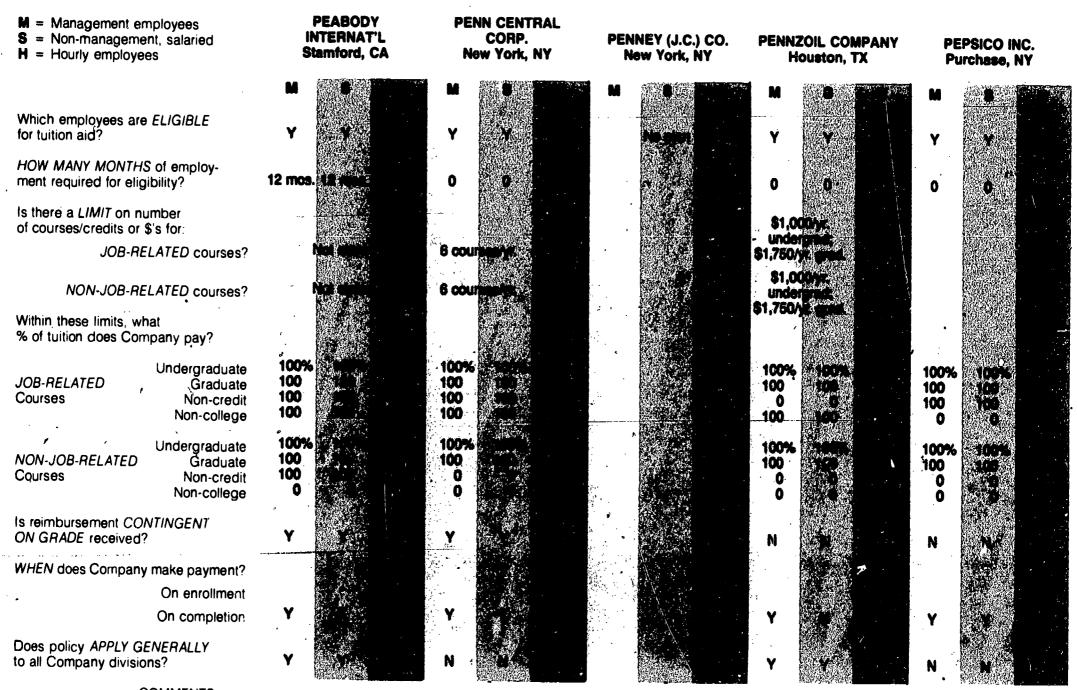


PANHANDLE = Management employees **PARSONS** PANTASOTE INC. **PANTRY PRIDE INC. EASTERN PIPE LINE PARKER HANNIFIN** CORPORATION = Non-management, salaried Kansas City, MO Greenwich, CT Ft. Lauderdale, FL Pasadena, CA = Hourly employees Cleveland, OH Which employees are ELIGIBLE for tuition aid? HOW MANY MONTHS of employ-12 mos. 12 mos. 1 ment required for eligibility? Is there a LIMIT on number of courses/credits or \$'s for: JOB-RELATED courses? NON-JOB-RELATED courses? Within these limits, what % of tuition does Company pay? 75% 75 75 75 Undergraduate 1001 100 100 JOB-RELATED 100 75 **Graduate** 100 100 100 Non-credit Courses Non-college 100% 75% Undergraduate .75 100 **NON-JOB-RELATED** Graduate Courses Non-credit Non-college Is reimbursement CONTINGENT ON GRADE received? WHEN does Company make payment? On enrollment On completion Does policy APPLY GENERALLY to all Company divisions?

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COMMENTS:



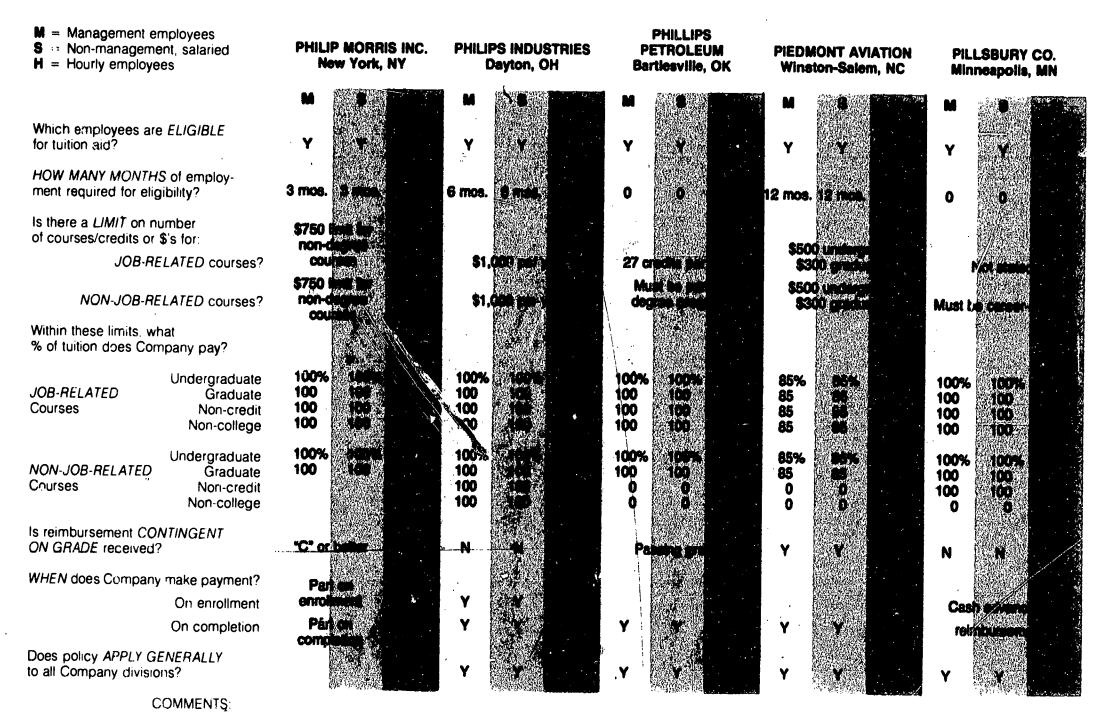


COMMENTS:



PHOENIX MUTUAL PHILADELPHIA NAT'L **PERKIN-ELMER** = Management employees PHILADELPHIA ELEC. CORP. PFIZER INC. LIFE **BANK** = Non-management, salaried Hartford, CT Norwalk, CT New York, NY Philadelphia, PA Philadelphia, PA **H** = Hourly employees Which employees are ELIGIBLE for tuition aid? HOW MANY MONTHS of employment required for eligibility? Is there a LIMIT on number of courses/credits or \$'s for: JOB-RELATED courses? NON-JOB-RELATED courses? Within these limits, what % of tuition does Company pay? 75% 75 75 75 Undergraduate 100 JOB-RELATED Graduate 100 Courses Non-credit 100 100 Non-college 1007 100% 75% Undergraduate 75 100 100 NON-JOB-RELATED **Graduate** 0 Non-credit Courses 100 Non-college Is reimbursement CONTINGENT ON GRADE received? WHEN does Company make payment? On enrollment On completion Does policy APPLY GENERALLY to all Company divisions? *6 mos. for cash advance *Bus. admin. only COMMENTS:





M = Management employees PITTSBURGH NAT'L POTOMAC ELEC. = Non-management, salaried BANK POLAROID CORP. PORTEC INC. POTLATCH CORP. **POWER** H = Hourly employees Pittsburgh, PA Cambridge, MA Oak Brook, IL San Francisco, CA Washington, DC Which employees are ELIGIBLE for tuition aid? HOW MANY MONTHS of employment required for eligibility? Is there a LIMIT on number of courses/credits or \$'s for: JOB-RELATED courses? NON-JOB-RELATED courses? Within these limits, what % of tuition does Company pay? 1007 75% 75 Undergraduate 100 JOB-RELATED Graduate 100 100 75* 100 Non-credit Courses 75 100 Non-college Undergraduate 100% 100 NON-JOB-RELATED **Graduate** 100 100 85 Non-credit Courses ٥ Non-college Is reimbursement CONTINGENT ON GRADE received? WHEN does Company make payment? On enrollment On completion Does policy APPLY GENERALLY to all Company divisions? COMMENTS:

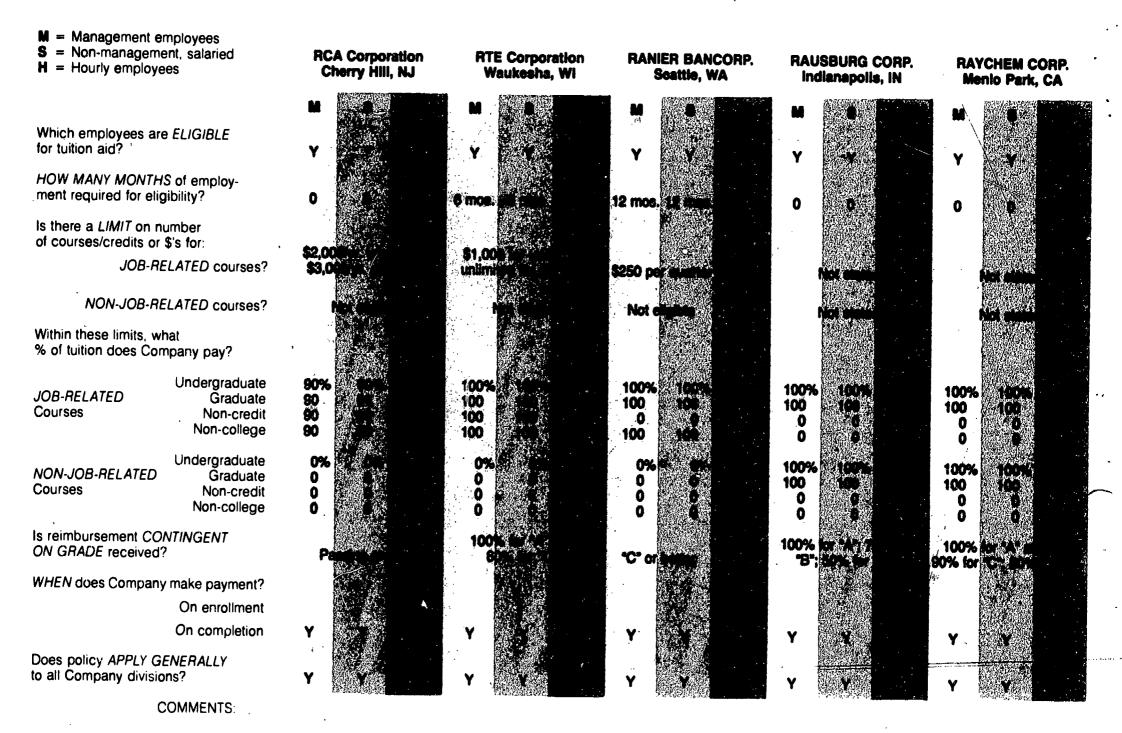
 Requires supervisor approval

M = Management employees PROVIDENT LIFE & **PRATT & LAMBERT** = Non-management, salaried PRENTICE-HALL PRIME COMPUTER PROCTER & GAMBLE **ACCIDENT Buffalo, NY H** = Hourly employees Englewood Cliffs, NJ Cincinnati, OH Natick, MA Chattanooga, TN Which employees are ELIGIBLE for tuition aid? HOW MANY MONTHS of employment required for eligibility? 6 mos. 6 mg Is there a LIMIT on number of courses/credits or \$'s for: JOB-RELATED courses? 12 credit 6 credita/\$1 NON-JOB-RELATED courses? 6 credita 1 20 Within these limits, what % of tuition does Company pay? 100% Undergraduate 100% JOB-RELATED 100 Graduate 100 100 Courses 100 100 Non-credit 10 Non-college 100 100 100% Undergraduate 100% NON-JOB-RELATED MBA Graduate 100 Courses Non-credit Non-college Is reimbursement CONTINGENT ON GRADE received? WHEN does Company make payment? On enrollment On completion Does policy APPLY GENERALLY to all Company divisions? COMMENTS:

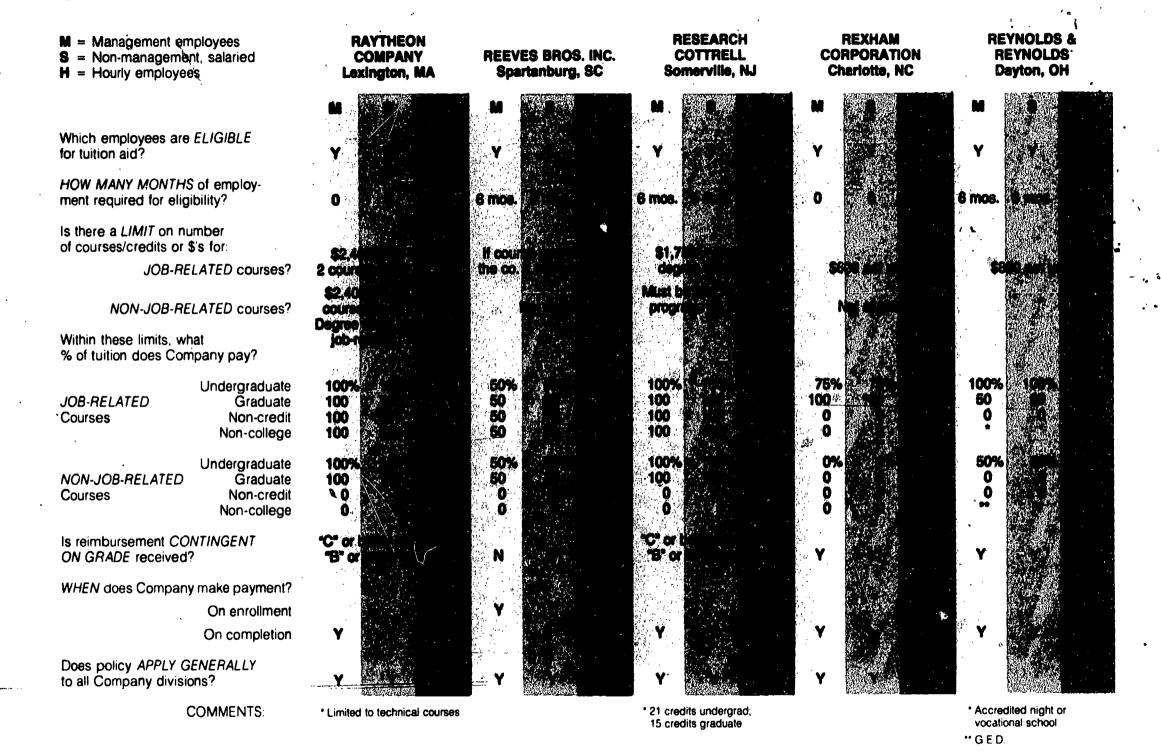


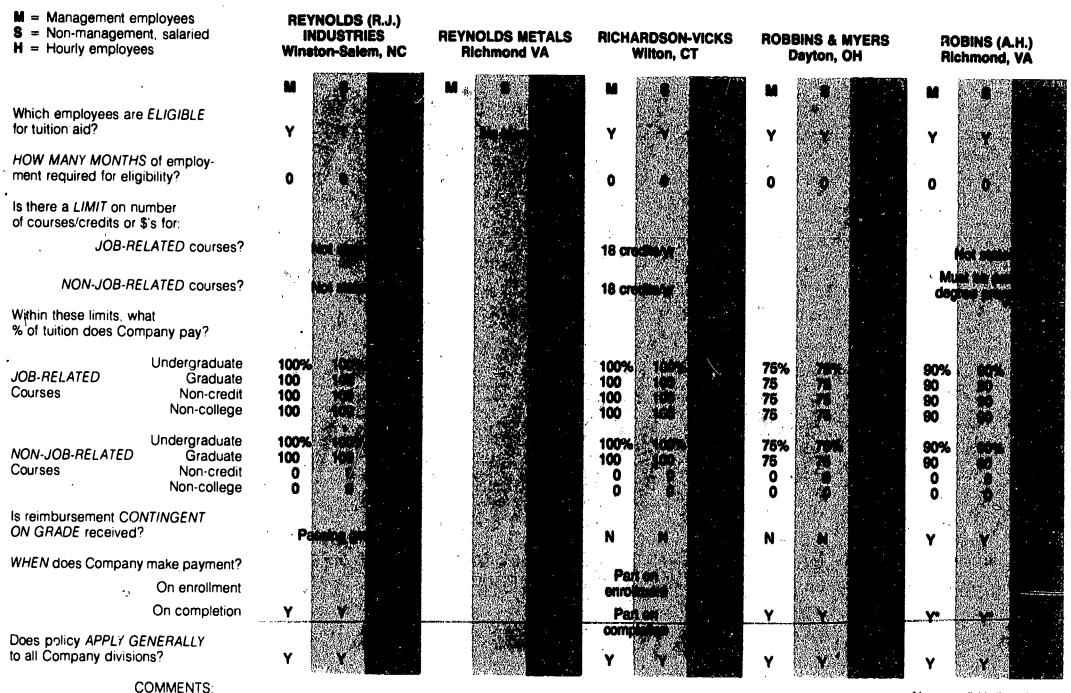
PUBLIC SERVICE PUBLIC SERVICE PRUDENTIAL PRUDENTIAL-BACHE M = Management employees . INSURANCE SECURITIES ELEC. & GAS-OF INDIANA **QUAKER STATE OIL** = Non-management, salaried New York, NY Newark, NJ Plainfield, IN Oil City, PA Newark, NJ **H** = Hourly employees Which employees are ELIGIBLE for tuition aid? HOW MANY MONTHS of employment required for eligibility? Is there a LIMIT on number of courses/credits or \$'s for: JOB-RELATED courses? NON-JOB-RELATED courses? Within these limits, what % of tuition does Company pay? 40-709 Undergraduate 75 75 100 100 **Graduate** 100 JOB-RELATED 6-100 Courses Non-credit 100 Non-college Undergraduate 90% 100 **NON-JOB-RELATED** Ğraduate Non-credit Courses Non-college Is reimbursement CONTINGENT ON GRADE received? WHEN does Company make payment? On enrollment On completion Does policy APPLY GENERALLY to all Company divisions? * Non-union COMMENTS:

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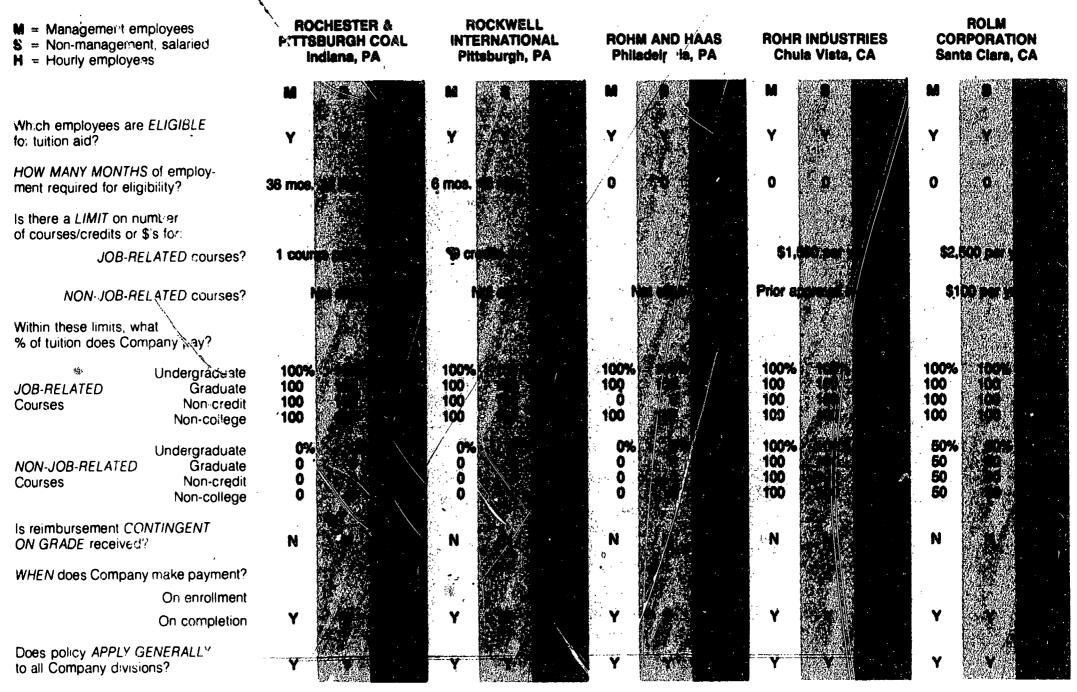






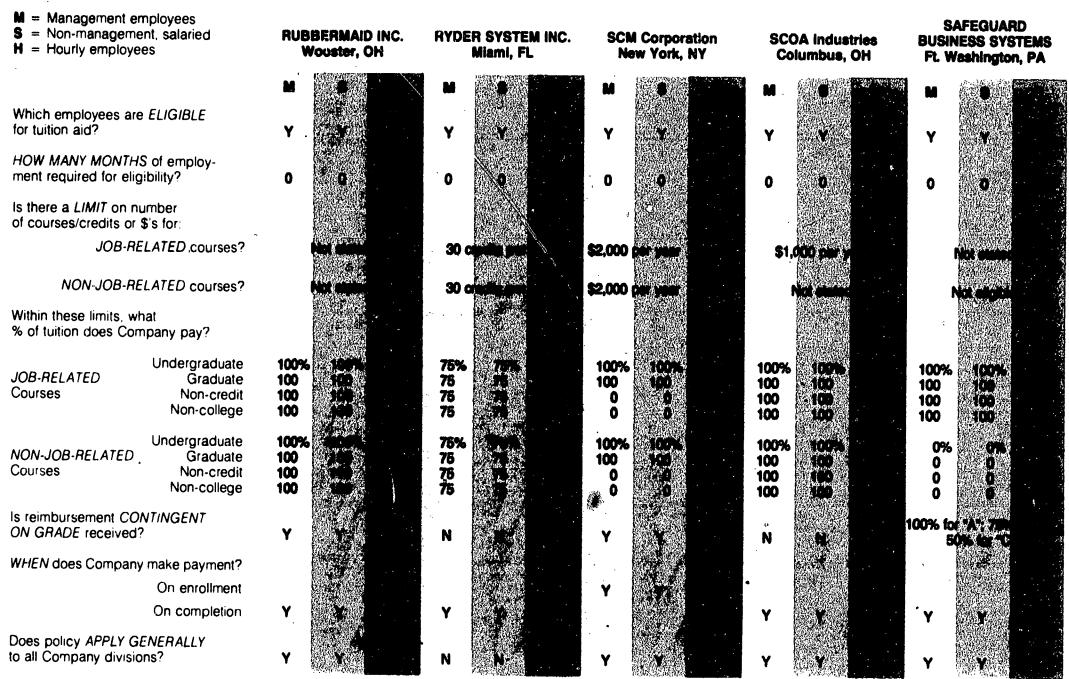
* Loans available through payroll deduction plan.





COMMENTS:

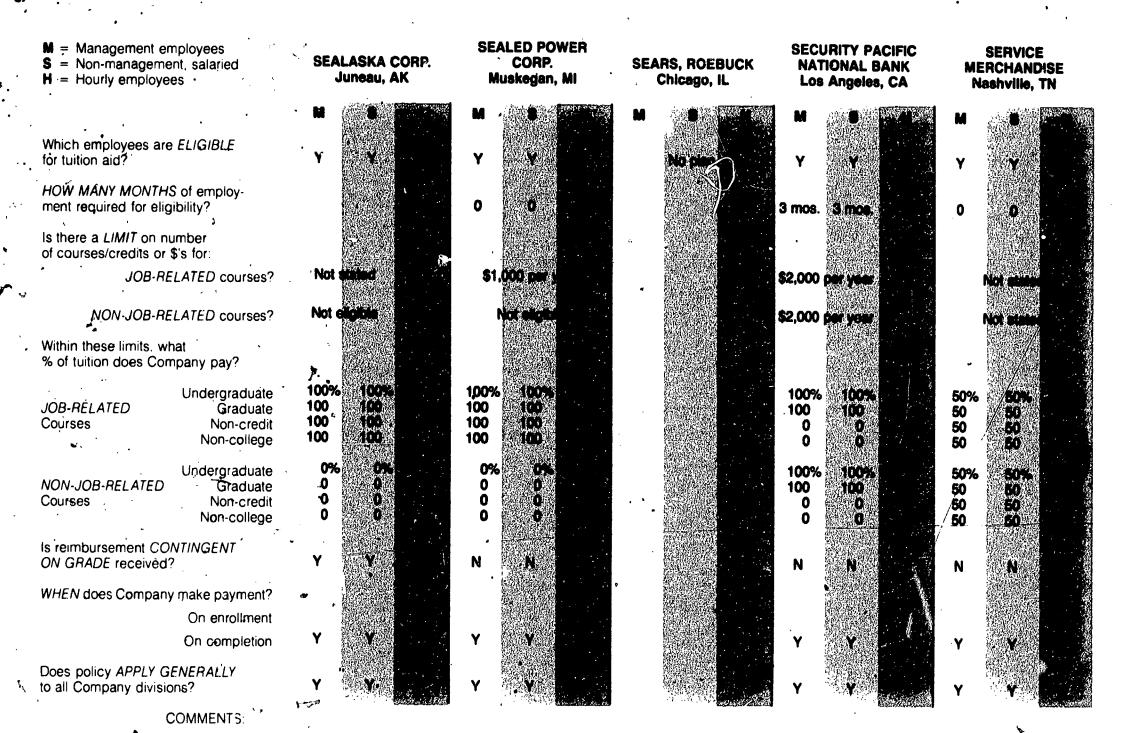


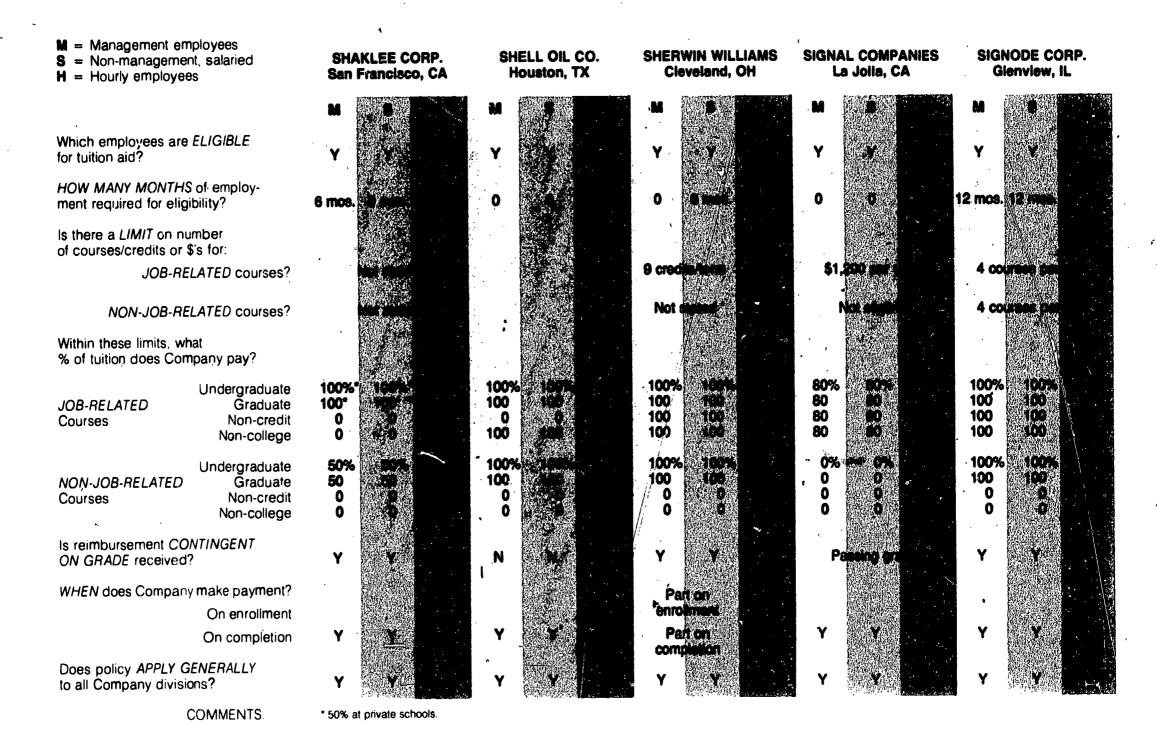


COMMENTS



M = Management employeesS = Non-management salariedH = Hourly employees	SANDERS ASSOCIATES Nashua, NH	SANTA FE INDUSTRIES Chicago, IL	SCHERING-PLOUGH Kenilworth, NJ	SCOTT PAPER CO. Philadelphia, PA	SEAFIRST CORPORATION Seattle, WA
•			M. B.	M S (17)	. H . S . L
Which employees are ELIGIBLE for tuition aid?	Y	Y	.Y Y	Υ Υ	Y
HOW MANY MQNTHS of employment required for eligibility?	3 mos 8 mos.	12 mos. (2) mos.	3 mos. 2 mc.	0 0	24 mos. 24 mos.
Is there a LIMIT on number of courses/credits or \$'s for:				2 courses sens	
'JOB-RELATED courses?		\$2,000 per (near	24 creating	prior approval 1	Not stated
NON-JOB-RELATED courses?		Not stand	24 credit o	prior appio	Not eligible
Within these limits, what % of tuition does Company pay?					
JOB-RELATED Undergraduate Courses Graduate Non-credit Non-college	100% 100% 100 100 0 0 0 0	100% 100% 100 100 100 100 100 100	100% (00%) 100 (100) 100 (00) 100 (60)	100% 100% 100 100 100 100 100 101	50% 50% 50 50 50 50 50 100 100
NON-JOB-RELATED Undergraduate Courses Undergraduate Graduate Non-credit Non-college	0% 0% 0 0 0 0 0 0	50% 50% 100 00 50 50 50 50	100% [00%] 100 (00 100 100 100 100	100% 100% 100 100 100 100 100 160	0% 0% 0 0 0 0 0 0
Is reimbursement CONTINGENT ON GRADE received?	Pasang yu	°C" or logities	γ γ	Passing occurs	"C" or better underseas. "B" or better uses 75.
WHEN does Company make payment?			211		
On enrollment On completion	. Y	Y	Υ Υ	γ γ	γ ,γ
Does policy APPLY GENERALLY to all Company divisions?	Υ Υ.	N N	Y Y	v v	Y
COMMENTS	NO COMMUNICATION OF CONTRACT	— F and a special spec			

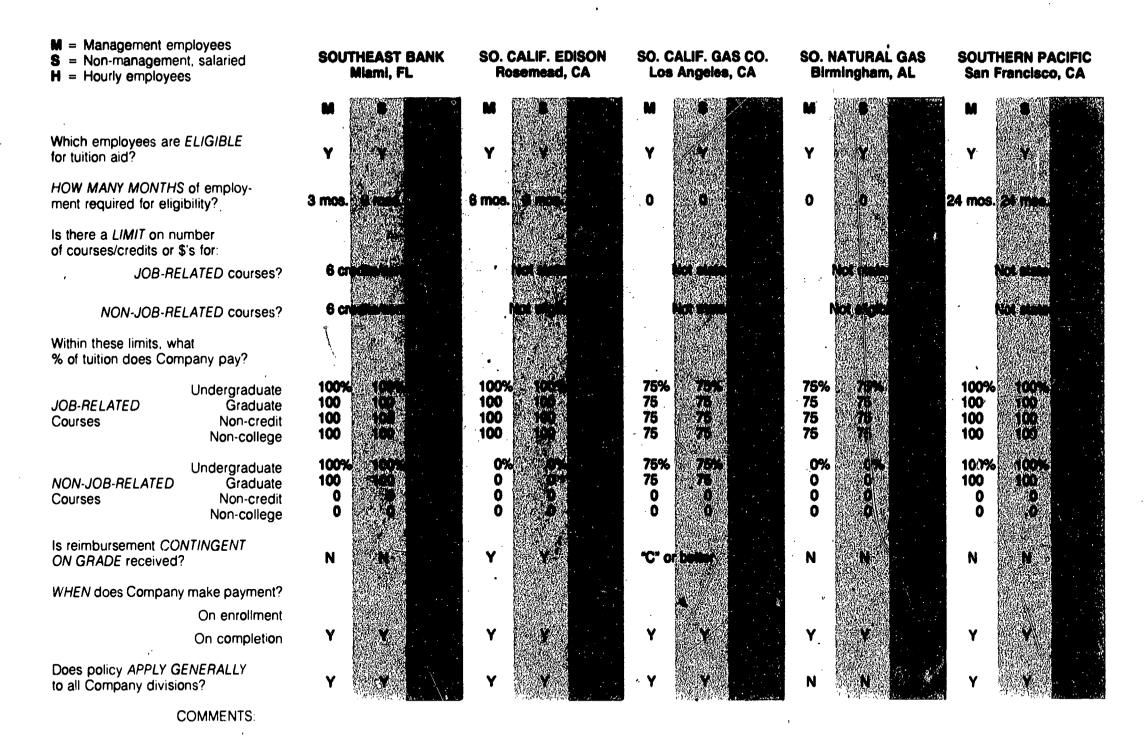






= Management employees = Non-management, salaried SINGER COMPANY SMITH (A.O.) CORP. SMITH INTERNAT'L **SNAP-ON TOOLS SONOCO PRODUCTS** = Hourly employees Stamford, CT Milwaukee, WI Newport Beach, CA Kenosha, WI Hartsville, SC Which employees are ELIGIBLE for tuition aid? HOW MANY MONTHS of employment required for eligibility? 0 O 6 mos. 6 mes is there a LIMIT on number of courses/credits or \$'s for: JOB-RELATED courses? \$2,400 per NON-JOB-RELATED courses? \$2,400 per Within these limits, what % of tuition does Company pay? 100% 100% TOX TUTK Undergraduate 100% 100% TOOK 100 100 JOB-RELATED Graduate 100 100 100 100 75 75 100 Courses Non-credit 0 75 100 75 100 100 Non-college 0 100 100 100% Undergraduate 75% . 0% 0% 75% 75% NON-JOB-RELATED 100 100 Graduate 75 Courses Ö Non-credit Non-college Is reimbursement CONTINGENT ON GRADE received? Passing or N N N N N WHEN does Company make payment? On enrollment On completion Does policy APPLY GENERALLY to all Company divisions? COMMENTS:

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= Management employees SCUTHWEST **SPRINGS SQUARE D** = Non-management, salaried SOUTHLAND CORP. **FOREST** SPERRY CORP. **INDUSTRIES** COMPANY **H** = Hourly employees Dallas, TX Phoenix, AZ **New York, NY** Lancaster, SC Palatine, IL Which employees are ELIGIBLE for tuition aid? Y HOW MANY MONTHS of employment required for eligibility? 12 mos. 1 12 mos. 12 n Is there a LIMIT on number 2 coursen 7 c of courses/credits or \$'s for: JOB-RELATED courses? \$700 per Must be cond degree 12 cm NON-JOB-RELATED courses? \$700 Der Within these limits, what % of tuition does Company pay? Undergraduate 80% 50% version. 100% 75% 7 100% JOB-RELATED Graduate 80 60 100 75 100 100 Courses Non-credit 80 50 100 75 7 100 2000 Non-college 50 80 100 75 100 Undergraduate 90% 50% 100% 76. 75% 100% NON-JOB-RELATED 50 50 50 50 Graduate 80 100 75 100 Courses Non-credit 80 75 0 %on-college **75** Is reimbursement CONTINGENT ON GRADE received? N WHEN does Company make payments. Or, enrollment Oil nompletion Dies policy APPLY GENERALLY to 39 Company divisions? COMMENTS

* 5 years for non-job-related courses.



STAND, COMMERCIAL STAND, OIL OF M = Management employees ST. PAUL STAND. OIL OF OHIO **TOBACCO** CALIF. = Non-management, salaried **COMPANIES STANADYNE** Cleveland, OH Wilson, NC San Francisco, CA **H** = Hourly employees St. Paul, MN Windsor, CT Which employees are ELIGIBLE for tuition aid? HOW MANY MONTHS of employ-• ment required for eligibility? 6 mos. Is there a LIMIT on number of courses/credits or \$'s for: 10 hours per JOB-RELATED courses? NON-JOB-RELATED courses? Within these limits, what % of tuition does Company pay? 75% 75 75% 100% Undergraduate 100% **75** 77.75 Graduate 100 100 **75** *i*. JOB-RELATED 75 7 **75** 100 Non-credit Courses Non-college 100 79 75% Undergraduate 100% 75 75 75 100 NON-JOB-RELATED Graduate 1 Courses Non-credit 0 Non-college Is reimbursement CONTINGENT N ON GRADE received? WHEN does Company make payment? On enrollment On completion Does policy APPLY GENERALLY to all Company divisions? **COMMENTS:** Non-credit, non-college

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courses dep't budgets

M = Management employeesS = Non-management, salariedH = Hourly employees	STAND. OIL OF INDIANA Chicago, IL	STANLEY WCRKS New Britain, CT	STATE FARM INSUR. Bloomington, IL	STATE MUTUAL LIFE Worcester, MA	STAUFFER CHEMICAL Westport, CT	
Which employees are ELIGIBLE for tuition aid?	M C	M E	M .	M S	M 8 //	
HOW MANY MONTHS of employ- ment required for eligibility?	0	12 mos. 12 mos.	24 mos. 24 mcs.	0	Y	
Is there a LIMIT on number of courses/credits or \$'s for:						
JOB-RELATED courses? NON-JOB-RELATED courses?			No.	Not stated Must be related to development	Not enabled	
Within these limits, what % of tuition does Company pay?					Not state:	
Undergraduate JOB-RELATED Graduate Courses Non-credit Non-college	75% 75% 75 76 76 75 76 75 76 78	75% 75% 75 76 0 0 0 0	100% 100% 100 100 100 100 100 100	50% 50°, 50 80 0 0 0 0	100% 100% 100 100 100 100	
Undergraduate NON-JOB-RELATED Graduate Courses Non-credit Non-college	75% - 75% 75 75 75 75 75 75 75 75	75% 75% 75 76 0 0 0 0	100% 100% 100 160 0 0	50% 50% 50 50 0 0 0 0	100% 100% 100 .100 0 0	
Is reimbursement CONTINGENT ON GRADE received?	Passing	N N	Y	N N	N N	
WHEN does Company make payment?					Part on	
On enrollment On completion	Y	Y	v		enroliment	
Does policy APPLY GENERALLY			T	Y	Part on completion	
to all Company divisions?	Y	Y	Υ΄ . Υ	Y Y . V	Y Y	

COMMENTS:

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I = Management employees= Non-management, salariedI = Hourly employees	STEIGER TRACTOR Fargo, ND	STEPAN CHEMICAL Northfield, IL	STERLING DRUG INC. New York, NY	STOKELY-VAN CAMP Indianapolis, IN	STOP & SHOP Boston, MA
٠	M S.	M 8	M S N	M 8 #	M S H
hich employees are ELIGIBLE or tuition aid?	Y	Υ Υ	Y	Y Y	Y
IOW MANY MONTHS of employ- nent required for eligibility?	0	0 0	o o	0 0	12 mos. 12 mos. 12 m
sthere a-LIMIT on number f courses/credits or \$'s for:		2 cou nes/8			
JOB-RELATED courses?		credits per year	2 courses payment	2 courses/yr	4-6 courses per year
NON-JOB-RELATED courses?	Not stable	Not eligible	2 credite pari sela	2 courses/yr	4-6 courses pe
Vithin these limits, what by of tuition does Company pay?					•
Undergraduate OB-RELATED Graduate Courses Non-credit Non-college	100% 100% 100 100 100 100 100 100	100% 100% 100 100 100 100 100 100	100% 100% 100 100 100 100 100 100 100	50% 50% 50 50 50 50 50 50 50	50% 50% 50 50 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
Undergraduate ION-JOB-RELATED Graduate Courses Non-credit Non-college	100% 100% 100 100 100 131 100 100	0% 9% 0 0 0 0 0 0	100% 100% 100 100 100 100 100 100	50% 50% 50 50 0 0 50 50	50% 50% 50 50 0 0
s reimbursement CONTINGENT DN GRADE received?	Y	ΥΥ	, y	N N	N N
VHEN doe's Company make payment?		Part on	Part on		-
On enrollment		enrollment	enrollment		
On completion		completion	completion		
oes policy APPLY GENERALLY all Company divisions?	Υ Υ	Y	Y (Y	Y , Y	Y Y

 M = Management employees S = Non-management, salaried H = Hourly employees 	STRIDE RITE CORP. Cambridge, MA	STROH BREWERY Detroit, MI	SUN COMPANY INC. Radnor, PA	SUNDSTRAND CORP. Rockford, IL	SUPERMARKETS GENERAL Woodbridge, NJ	
Which employees are ELIGIBLE for tuition aid? HOW MANY MONTHS of employ-	M Y	M	M Y	M C	M 8	
ment required for eligibility? Is there a LIMIT on number of courses/credits or \$ s for: JOB-RELATED courses?	3 mos. Sance.				2 mos. 12 mos. \$500 upasro se \$1,000 modus	
NON-JOB-RELATED courses? Within these limits, what % of tuition does Company pay?	Not stated	Not eligible			Not eligible	
JOB-RELATED Undergraduate Graduate Non-credit Non-college	80% 81% 80) 81 80) 81	Plate Sicc.	90% 90 90 90 90 90 90 90 90 90 90 90 90 90	100% 100% 100 100 100 109 0 0	100% 100% 100 101 100 400 100 101	
VINDERGRADUATE NON-JOB-RELATED Graduate Courses Non-credit Non-college Is reimbursement CONTINGENT	80% 80% 80 80 0 0 80 85		90% 80% 90 93 90 90 90 90	100% 100% 100 100 0 0 0 0	0% 00 00 00 00 00 00 00 00 00 00 00 00 0	
WHEN does Company make payment? On enrollment	N N	N			N N	
On completion Does policy APPLY GENERALLY ~ to all Company divisions? COMMENTS:	Y	Y	Y - Y	Y	Y	

ERIC Full Text Provided by ERIC

M = Management employeesS = Non-management, salariedH = Hourly employees	SWIFT & COMPANY Oak Brook, IL	SWIFT INDEPENDENT PACKING CO. Chicago, IL	SYBRON CORPORATION Rochester, NY	TIAA-CREF New York, NY	TRACOR incorporated Austin, TX
	M		M		M 8
Which employees are ELIGIBLE for tuition aid?	Y Y	Y	Y Y	Υ ()	Y
HOW MANY MONTHS of employment required for eligibility?	12 mos. 12 ma.	12 mos. 12 mos.	0 0	0 0	0 3
Is there a LIMIT on number of courses/credits or \$'s for:			¥7700 3570		r
JOB-RELATED courses?	Not street	4 courses, see		Not syaliza	12 chattery Must be co. 4
NON-JOB-RELATED courses?	Not eligible	4 courses/past		Not stated	12 out.
Within these limits, what % of tuition does Company pay?					
JOB-RELATED Undergraduate Courses Graduate Non-credit Non-college	75% 75% 75 75 75 75 100° 100°	75% 754, 75 76 0 0 0 0	100% 100% 100 100 100 100 100 100	100% 100% 100 100 100 104	100% 190% 100 100 100 100 100 100
NON-JOB-RELATED Courses Undergraduate Graduate Non-credit Non-college	0% 0% 0 0 0 0 0 0	75% 75% 75 75 0 6 0 0	100% 100% 100 100 0 0	100% 100% 100 100 0 0 0 0	100% 100% 100 100 100 100 100 100
Is reimbursament CONTINGENT ON GRADE received?	Passing grade	Y Y	N N	Passing grade	- G(-7)
WHEN does Company make payment?				Part on enrollment	
On enrollment On completion	Y Y	V	γ γ	Par ce completor	Y
Does policy APPLY GENERALLY to all Company divisions?	Υ	Y	Y	Y	N N

COMMENTS

* If Co requests attendance

 M = Management employees S = Non-management, salaried H = Hourly employees 	TRW Inc Cleveland, OH	TAMPAX INC. Ląke Success, NY	TANDY CORPORATION/ RADIO SHACK Fort Worth, TX	TEKTRONIX Beaverton, OR	TENNECO INC. Houston, TX	
Which employees are ELIGIBLE for tuition aid? HOW MANY MONTHS of employment required for eligibility? Is there a LIMIT on number of courses/credits or \$'s for: JOB-RELATED courses?	Y Y O D Limits under review.	Y 0 0 2 courses/year	Y. 2 mos. 2 mos.	M S M Y Y O O O STANSOR	M S N	
NON-JOB-RELATED courses? Within these limits, what % of tuition does Company pay?	Limits under review.	Not elicht,		Not size	Not stated	
Undergraduate JOB-RELATED Graduate Courses Non-credit Non-college	100% 100° 100 00 100 00 100 100	100% 100% 100 100 100 100 100 100	100% 100% 100 100 0 0 0 0	100% 100% 100 100 100 00 100 100	75% 76% 75 76 76 78 75 76	
NON-JOB-RELATED Courses Undergraduate Graduate Non-credit Non-college	100% 100% 100 100 0 0 0 0	0% 0% 0 6 0 0 0 0	0% 0% 0 0 0 0 0 0	50% 50% 50 50 50 50 50 50	75% 76% 75 75 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	
Is reimbursement CONTINGENT ON GRADE received?	Y	N N	Y	N N	N N	
WHEN does Company make payment?	Pan ci					
On enrollment	enrollmen					
On completion	Part on completion		Y	Y	Y	
Does policy APPLY GENERALLY to all Company divisions?	N N	Υ	Y	Y Y	N N	
COMMENTS:						



M = Management employeesS = Non-management, salariedH = Hourly employees	TESORO PETROLEUM San Antonio, TX	TEXACO INC. White Plains, NY	TEXAS COMMERCE BANCSHARES Houston, TX	TEXAS INDUSTRIES Dallas, TX	TEXAS INSTRUMENTS Dallas, TX
		M	M 8 11	M : 8	M 8. M
Which employees are ELIGIBLE for tuition aid?	Y	Y	Y	YY	Y
HOW MANY MONTHS of employment required for eligibility?	6 mos, / 5/mos.	12 mos. 12 mos .	0 0	0 0	0 0
Is there a LIMIT on number of courses/credits or \$'s for:					Full payments :
JOB-RELATED courses?	9 credita car	\$3,600,000		Not exami	80% thereasile
NON-JOB-RELATED courses?	9 cred 1 2 2	·\$3,000 par	N. J.	Notice	Not
Within these limits, what % of tuition does Company pay?					
JOB-RELATED Undergraduate Courses Courses Non-credit Non-college	100% 100% 100 100 100 102 0	75% 75 75 7.6 75 7.6 75 7.6	100% 100% 100 100 100 100 100 100	80% 81% 80 80 0 0 100 100	100% 100% 100 100 100 100
Undergraduate NON-JOB-RELATED Graduate Courses Non-credit Non-college	100% 1005 100 100 100 100	75% 75% 75 76 75 76 75 76 75 76	0% 0% 0 6 0 0 0 0	0% 67% 0 0 0 0 0 0	0% 0% 0 0 0 0 0 0 0
Is reimbursement CONTINGENT ON GRADE received?	N. M.	N N	Y	Y	Y
WHEN does Company make payment?					
On enrollment	Y Y			v V	y V
On completion	Y	T.			
Does policy APPLY GENERALLY to all Company divisions?	Y	ν ν	N N	Y	Y



COMMENTS

 M = Management employees S = Non-management, salaried H = Hourly employees 	TEXASGULF INC. Stamford, CT	TEXTRON INC. Providence, RI	THERMO ELECTRON CORP. Waltham, MA	TIME INC. New York, NY	TIMKEN COMPANY Canton, OH	
Which employees are ELIGIBLE for tuition aid?	M	M 8 11	M 8 V	M 8 A	M 8	
HOW MANY MONTHS of employment required for eligibility?	• 0 0	2 mos. 2 mos.	· · · · · · · · · · · · · · · · · · ·	0 0 6	12 mais for undergrad, study 5	
Is there a LIMIT on number of courses/credits or \$'s for:			18 18 18 18 18 18 18 18 18 18 18 18 18 1		•	
JOB-RELATED courses?	Not stated	\$1,000/yee/	2 colling/c	NO BLUE	Not stated	
NON-JOB-RELATED courses?	Not scaled	Must be part of a degree program	Notedia	\$1,200 ps, 3500 per yr; pr pr	Must be business-related # 15 k	
Within these limits, what % of tuition does Company pay?		11,080)ÿ.		and non-college		
JOB-RELATED Undergraduate Courses Graduate Non-credit Non-college	100% 100% 100 100 Q 0	100% [665 100 [66 100 [67] 100 [60]	100% 100% 100 100 100 100 100 103	100% 100% 100 100 100 100 100 100	100%* 100% 100	
NON-JOB-RELATED Undergraduate Courses Undergraduate Graduate Non-credit Non-college	100% 100% 100 100 0 0	100% 150% 100 100 50 50 50 50	0% 67 0 0 0 0 0 0	75% 75% 75 7,6 50 50 50 50	100%* 100%* 100	
Is reimbursement CONTINGENT ON GRADE received?	N N	N N	Y V	N N	N N	
WHEN does Company make payment?		Part on				
On enrollment	Y	enrolinerit		Y*		
On completion		Part on completion			Y	
Does policy APPLY GENERALLY to all Company divisions?	Y	N N	Y	Y	Υ Υ	
COMMENTS:	-		Comparation State of the Comparation of the Compara	• If job-related	* 50% for freshmen	

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M = Management employeesS = Non-management, salariedH = Hourly employees	TOSCO CORPORATION Los Angeles, CA	TRANE COMPANY La Crosse, WI	TRANS WORLD AIRLINES New York, NY	TRANSAMERICAN CORP. San Francisco, CA	TRANSAMERICAN DELAVAL Lawrenceville, NJ	
	M . S . I	M 8 N	M 8 H	M 8 H	M 8 #	
Which employees are ELIGIBLE for tuition aid?	Υ	Y	Y Y 2	Υ .Υ	Y . Y	
HOW MANY MONTHS of employment required for eligibility?	o c	o 0	0 0 8 2	3 mos. 3 mos.	3 mos. 3 mos. 2 sass	
Is there a LIMIT on number of courses/credits or \$'s for:		\$600/2 courses		Not state.	Not stated	
JOB-RELATED courses?	\$2,000 per year	pej yr. Not elipibli	\$250 per yall			
NON-JOB-RELATED courses?	Not eligibe	unless co. relate	Not eligible.	Not eligible 3	Not states	
Within these limits, what ' % of tuition does Company pay?'					4000	
JOB-RELATED Undergraduate Courses Courses Non-credit Non-college	100% 100% 100 100 100 101 100 100	100% Q074 100 100 0 0 0 0	50% 50% 50 50 50 50 50 50	100% 100% 3% 100 100 28 0 0 0	100% 100% 100 100 100 100 100 100	
Undergraduate NON-JOB-RELATED Graduate Courses Non-credit Non-college	0% 07% 18 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	,0% 05 0 0 0 0 0 0	0%	0% 0% 2 0 0 0 0 0 0	100% 100% 100 100 Discretionary Discretionary	
Is reimbursement CONTINGENT ON GRADE received?	"C" or better undergrad; "B" call better grad; "S"	"C" or better	N N	N N	N N	
WHEN does Company make payment?						
On enrollment	γ γ	V V	Y	γ γ	y Ý	
On completion						
Does policy APPLY GENERALLY to all Company divisions?	Y Y	Y Y	Y Y	N N	Y Y	



COMMENTS

		•					•							
M = Management e S = Non-management H = Hourly employe	ent, sataried	i	SCO ENERGY CO. Duston, TX	·	RANSOHIO SAVINGS eveland, Ol		IN	RAVELE ISURA: artford,	ICE	CE	TWENTIE ENTURY Verly Hill	FOX		N DISC INC. lacine, Wi
		M	8	M	8		M	. 8		M	8	rasalta anala	M	S South
Which employees are for tuition aid?	e <i>ELIGIBLE</i>	Y	Y	Y	Y	*	Y	· Y	Linket	Y	Y	v		
HOW MANY MONTH ment required for elig	'S of employ- gibility?	0	o b	3 mos.	3 mos. 3		6 mos.	6 mos.		6 mos.	6 mos.	6 mos.	·	
Is there a LIMIT on n of courses/credits or								:	- - -					0 0
JOB-RE	ELATED courses?	\$1,8	00 per yeer		Not stated		2 coun credits			\$1.	,000 per			lot stated
NON-JOB-RE	ELATED courses?			Must b	e degree ks Irses/8 cradi		2 court credits				Vot eligib		Not e	ligible for frature in college.
Within these limits, where the within these limits, where we will be within the within t													,	
JOB-RELATED Courses	Undergraduate Graduate Non-credit Non-college	75% 75 0 0	75% 789 75 75 0 0	160% 100 100 100	100 100		100% 100 0 100	100% 100 0 100	75 0 100				100% 100 100 100	100% 100 100 100 100 100 100 100
NON-JOB-RELATED Courses	Undergraduate Graduate Non-credit Non-college	75% 75 0 0	75% 757 75 75 0 0	100% 100 0 0			100% 100 0 0	100% 100 0	074 0 20 20 20 20 20 20		4		0% 0 0	0% ¢
Is reimbursement COI ON GRADE received?		Pas	sing grada "	100% for 70	"A"; 80% to % for "C";		N	N	N	N	N.	-	N	
WHEN does Company	make payment?	<i>9</i>											14	
	On enrollment										*.		•	
	On completion	Y	Y	Y	Y //3		Y	Y		Y	Υ'	•	Y	γ.
Does policy APPLY GE to all Company divisio		Y	Y Y	Y	Y	Ý	Y	Y	V	Y	Y	v	v	
C	COMMENTS:		注于《沙尔拉斯 拉拉		Const.	4700		. :	THE STATE OF	•	- 1		•	

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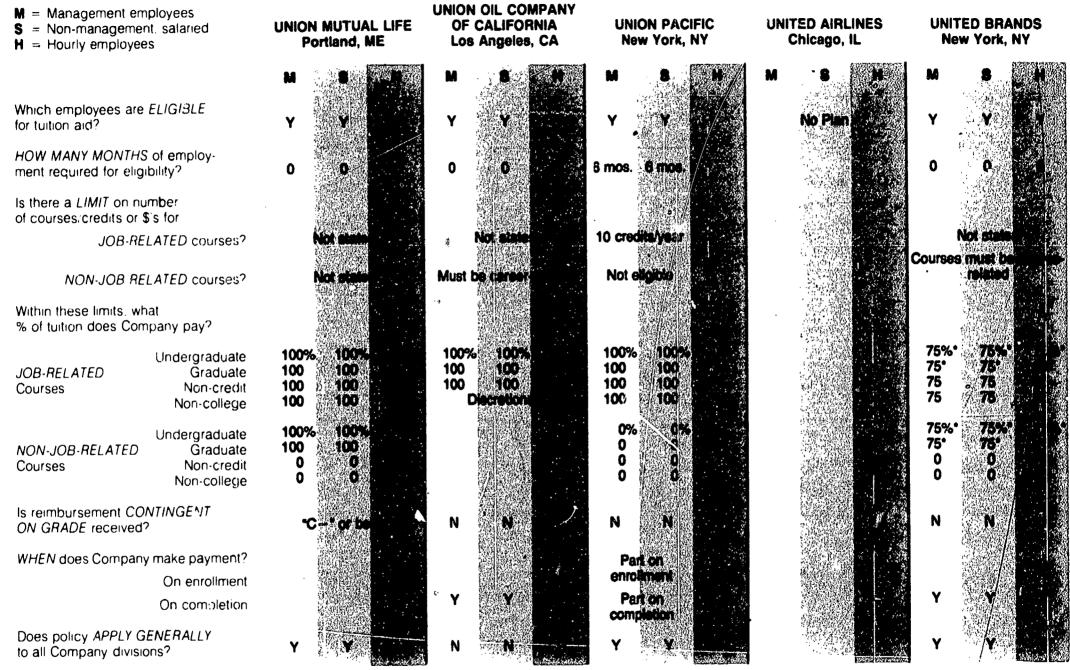
M = Management employeesS = Non-management salariedH = Hourly employees	TYCO LABORATORIES Exeter, NY	U.S. BANCORP Portland, OR	U.S. GYPSUM Chicago, IL	U.S. INDUSTRIES, Stamford, CT	U.S. STEEL Pittsburgh, PA
	M S H	M 8 #	M 8 H	M 8	M 8 4
Which employees are <i>ELIGIBLE</i> for tuition aid?	Y Y	Υ Υ	Y °Y	YY	y y
HOW MANY MONTHS of employment required for eligibility?	0 0	0 0	6 mos. 6 mos. 8 miss.	12 mós. 12 mós.	0 0
Is there a <i>LIMIT</i> on number of courses/credits or \$'s for:					
JOB-RELATED courses?	Not stated	24 credite per la	\$1,500 per 350	Not stated	Not stated
NON-JOB-RELATED courses?	Not stand	24 credit	\$1, 500 per year	Not stated	Must be part of charges program?
Within these limits, what % of tuition does Company pay?					
Undergraduate JOB-RELATED Graduate Courses Non-credit Non-college	100% 100° 190 100 100 100 100 100	Based on the rates at size is	80% 80% 100 100 80 80 80 80	100% 100% 100 107 100 100 100 100	100% 100% 100 100 100 44 100 0 0 Correspondence
Undergraduate NON-JOB-RELATED Graduate Courses Non-credit Non-college	100% 100° 100 100 0 0	Courses mus. career coupons with aller conti	80% 80% 80 80 80 80 0 0	100% 100% 100 100 0 0 0 0	100% 100% 100% 100 100 22 0 0 5 0 0 6
Is reimbursement CONTINGENT ON GRADE received?	N N	N N	Y	N N	N N
WHEN does Company make payment?					
On enrollment	Y	Y	Y		
On completion					
Does policy APPLY GENERALLY to all Company divisions?	N N	Y	Y	Υ Υ	Y Y Y

COMMENTS



M = Management employeesS = Non-management salariedH = Hourly employees	USAIR, INC. Washington, DC	UNION BANK Los Angeles, CA	UNION CAMP CORP. Wayne, NJ	UNION CARBIDE Danbury, CT	UNION ELECTRIC CO. St. Louis MO
Which employees are ELIGIBLE for tuition aid?	M 8 /	M 8 N Y Y	M 8 A Y 9	M 8 N	M 8 H
HOW MANY MONTHS of employment required for eligibility?	12 mos. 12 mos .	6 mos. 6 mos.	o o	12 mos. 12 mos , 12 mos	0 0
Is there a <i>LIMIT</i> on number of courses/credits or \$'s for:					
JOB-RELATED courses?	\$450 per y	8 courses per line.	\$1,500 per year	Not stated	Not stated
NON-JOB-RELATED courses?	Not elicib		\$1,500 per year \$	Not stated	Not stated.
Within these limits, what % of tuition does Company pay?					
JOB-RELATED Undergraduate Courses Graduate Non-credit Non-college	70% 70% 70, 70 70 70 70 70 70 70	100% at public in 80% Bin 100 100 100 100	100% 100% 100 100 100 100 100 100	75% 76% 75% 75% 75% 75% 75% 75% 75% 75% 75% 75	0-50-75% grade related categories
NON-JOB-RELATED Graduate Courses Non-credit Non-college	0% - 0%, 0 0 0 0 0 0	100% at public in 80% 80% 0 0 0 0	100% 100% 100 100 100 100 100 100	75% 75° 100 100 0 0 75% for high	0-50-75%; grans; relation catterioris
Is reimbursement CONTINGENT ON GRADE received?	N N	N N	N N	certification N	Y Y
WHEN does Company make payment?					
On enrollment		is a days			
On completion	Y (1)	Y	V	Y	Y
Does policy APPLY GENERALLY to all Company divisions?	Y	Υ Υ	Y	Y Y	Y
COMMENTS	0.	y section 1			1

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* 100% reimbursement when degree achieved

COMMENTS

M = Management employeesS = Non-management, salariedH = Hourly employees	UNITED INDUSTRIAL New York, NY	UNITED MERCHANTS Teaneck, NJ	UNITED TECHNOLOGIES Hartford, CT	UNITED TELECOMMUNICATIONS Westwood, KS	UNITED VAN LINES Fenton, MO
	M 8 1	M 8 , H	M 8 H	4 M 8 4	M S
Which employees are ELIGIBLE for tuition aid?	Y Y	Y Y	Y Y 2	Y	YY
HOW MANY MONTHS of employment required for eligibility?	0 6	3 mos. 3 mos. 3 mos .	0 0 0	0 0	3 mos. 3 mos. 3 mos.
Is there a <i>LIMIT</i> on number of courses/credits or \$'s for.					
JOB-RELATED courses?	Not stated	\$1,500 per year	2 courses per services	Not stated	Not stated
NON-JOB-RELATED courses?	Not eli gible	Not eligib as	4 courses per surrect	Not stated	Must be coapproved degree program.
Within these limits, what % of tuition does Company pay?					
Undergraduate JOB-RELATED Graduate Courses Non-credit Non-college	100% 100% 100 100 0 0 0 0	100% 100% 100 100 100 100 100 100 100	100% 100% 1000 100 100 60 100 100 80 100 100 40	100% 100% 100 100 100	100% 100% 100% 100 100 100 100 100 100 100 100 100
Vindergraduate NON-JOB-RELATED Graduate Courses Non-credit Non-college	0% C4	0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0	75% 75% 2 783 100 0 0 75 76 5 28 0 0 0	100% 100% 100 100 0 0 0 0 340	100% 100% 100% 100 100 100 100 100 100 100 100 100
Is reimb sement CONTINGENT ON GRADE received?	N N	"C" or beneat	N Passing and	N N	"C" or better.
WHEN does Company make payment?	Part or				
On enrollment	enrofinant		Y		Y Y (* Y
On completion	Part on completion	Y	Y	Y Y	
Does policy APPLY GENERALLY to all Company divisions?	N N	Y Y	Y	N N	Y
COMMENTS	A CONTRACTOR STANS	purtonistanto y stra	NACTICAL N	1. (1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1	ACCESSES.



M = Management employeesS = Non-management, salariedH = Hourly employees	UNIVERSAL FOODS Milwaukee, Wi	UNIVERSAL LEAF TOBACCO Richmond, VA	UPJOHN Kalamazoo, Mi	VARCO Oil Tools Orange, CA	VALMONT INDUSTRIES Valley, NC
Which employees are ELIGIBLE for tuition aid?	M	M S I	M 8 1 3 4 3 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4	M 8 H	M 8, H
HOW MANY MONTHS of employment required for eligibility?	0 8	0 0	0 . 0	0 0	0 0 6
Is there a LIMIT on number of courses/credits or \$'s for:		•			Maximum keyed a see
JOB-RELATED courses?	Not stated	Not stand		No little	university to the second
NON-JOB-RELATED courses?	Must be part of degree program	Not stated		Not et a de	Must be required
Within these limits, what % of tuition does Company pay?					
JOB-RELATED Undergraduate Courses Graduate Non-credit Non-college	J00%* 100%* 100 100 100 100 100 100	100% 100% 100 100 100 100 100 100	75% 75° 75° 75° 75° 75° 75° 75° 75° 75° 75°	100% 100% 100 101 0 0 Technical/in.de	100% 100% 200% 100 100 0 0 0 0
NON-JOB-RELATED Undergraduate Courses Undergraduate Graduate Non-credit Non-college		100% 100% 100 100 100 00 0 0	0% 0% 0 0 0 0 0 0	100% 100% 100 100 0 \$ 0 100 100	100% 100% 100 - 100 0 0
is reimbursement CONTINGENT ON GRADE received?	N N	N N	N AL	ΥΥ	Y
WHEN does Company make payment?				<u>س</u>	
On enrollment		Y		Part of lifts	
On completion			Y	Part by core	Y
Does policy APPLY GENERALLY to all Company divisions?	Y	Y	Y . Y	. y , y	Y

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COMMENTS:

* Supervisor's discretion

M = Management employeesS = Non-management, salariedH = Hourly employees	VALSPAR CORP. Minneapolis, MN	VARIAN ASSOCIATES Palo Alto, CA	VOLVO WHITE TRUCK Greensboro, NC	VULCAN, INC. Latrobe, PA	VULCAN MATERIALS Birmingham, AL
Which employees are EL'GIBLE for tuition aid?	M A	M 6	M 8	M S	M O
HOW MANY MONTHS of employment required for eligibility?	0 0	0 0	0 0	12 mos. 12 mos.	6 mos. 6 mos.
Is there a <i>LIMIT</i> on number of courses/credits or \$'s for:	\$1,600, 61,91		18 / 19 / 19 / 18 / 18 / 18 / 18 / 18 /	Approval from	
JOB-RELATED courses?	remains a		remercies	supervisor.	2 courses per quarter/serress
NON-JOB-RELATED courses?	\$1,012,027			Not elicities	2 courses is quarter/sum
Within these limits, what % of tuition does Company pay?					
JOB-RELATED Undergraduate Courses Son-credit Non-college	100% 100% 100 100 100 100 0 0	100% (00%) 100 160 0 0. 0 0	100% 100% 100 100 0 0 0 0	100% 100% 0 0 0 0	100% 100% 100 100 100 100 100 100
NON-JOB-RELATED Undergraduate Courses Undergraduate Graduate Non-credit Non-college	100% 100° 100 100 0 0	100% 100% 100 100 0 0	0% 0% 0 0 0 0 0 0	0% 074 0 0 0 0	100% 100% 100 160 0 0
Is reimbursement CONTINGENT ON GRADE received?	N N	Partition	N 8	Y	Y
WHEN does Company make payment?					
On enrollment					
On completion	Y	Y	Y	Y	Y
Does policy APPLY GENERALLY to all Company divisions?	Y Y	Y	Y . V	· •	Y

COMMENTS:



WALLACE **WACHOVIA BANK** M = Management employees WALT DISNEY PROD. WALTER (JIM) CORP. COMPUTER & TRUST W.A. KRUEGER CO. = Non-management, salaried Tampa, FL Hillside, IL Burbank, CA Scottsdale, AZ Winston-Salem, NC = Hourly employees Which employees are ELIGIBLE for tuition aid? HOW MANY MONTHS of employ-6 mos. 10 mos 8 mae 12 mos. **12 mos** 6 mos. ment required for eligibility? Is there a LIMIT on number 8 credits per a 100% if recal of courses/credits or \$'s for: 2 courses on JOB-RELATED courses? Limited to con Must be part e related opur degree program NON-JOB-RELATED courses? Within these urnits, what % of tuition does Company pay? 100% 100% 100% 100% Undergraduate 100 100 100 100 100 100 JOB-RELATED Graduate 100 100 100 100 100 Courses Non-credit 100 H 100 100 0 Non-college 0% 0% 0% , 100% 1.2 Undergraduate 0 0 NON-JOB-RELATED Graduate 0 Non-credit Courses Non-college 100% for "A" Undergreet 1477 100% for Is reimbursement CONTINGENT 78% LT T ON GRADE received? Graduate: 100 better. WHEN does Company make payment? On enrollment Y, On completion Does policy APPLY GENERALLY Y to all Company divisions?

* Unless course is requested by the company



COMMENTS:

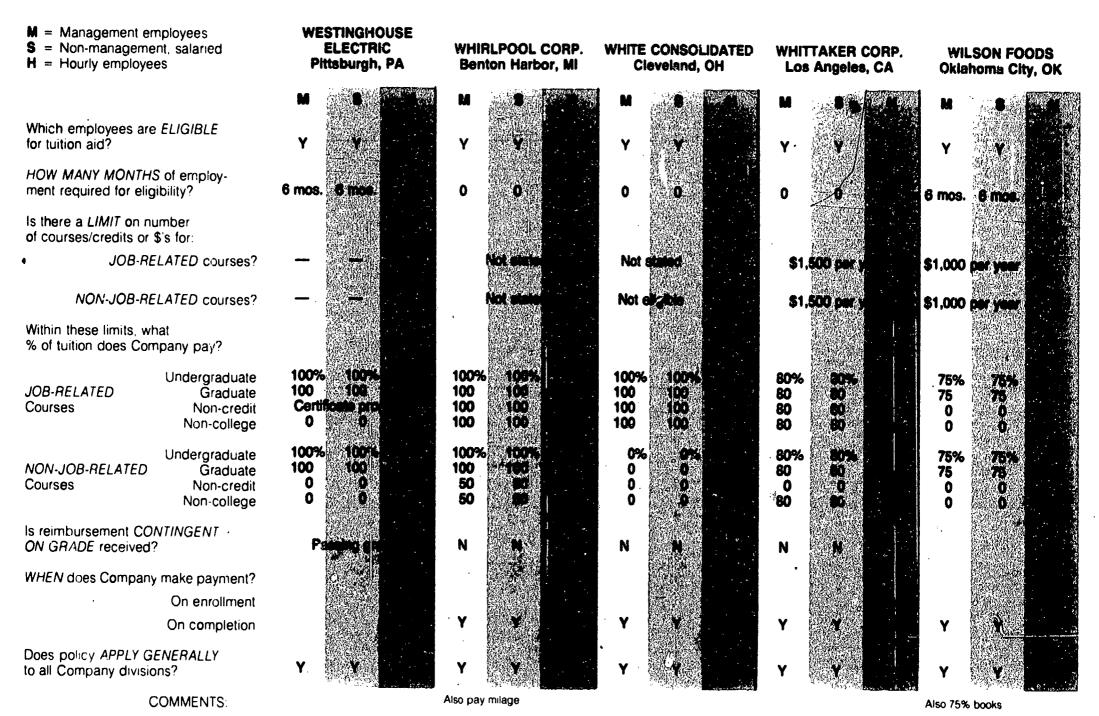
M = Management employeesS = Non-management, salariedH = Hourly employees	WALTER E. HELLER & CO Chicago, IL	.WANG LABORATORIES Lowell, MA	WARNACO INC. Bridgeport, CT	WARNER COMMUNICATIONS New York, NY	WARNER ELEC. BRAKE South Beloit, IL
Which employees are ELIGIBLE for tuition aid? HOW MANY MONTHS of employment required for eligibility? Is there a LIMIT on number of courses/credits or \$'s for: JOB-RELATED courses?	M S S S S S S S S S S S S S S S S S S S	Y 3 mos. 2 mos.	Y Y O O O O O O O O O O O O O O O O O O	W Y Y 12 mos. 13 mos. 14 mos. 15 mos.	M S M Y Y O O S700 per year Not eligible
Within these limits, what % of tuition does Company pay?					
JOB-RELATED Undergraduate Courses Graduate Non-credit Non-college	100% 100% 100 100 100 100 0 : 0	100% 100% 100 100 100 100 100 100	75% 75% 75 75 75 75 76 76	100% 100%	100% 100% 1 100 100 2 0 0 0
NON-JOB-RELATED Undergraduate Courses Undergraduate Graduate Non-credit Non-college	75% 76% 75 75 0 0 0 0 0	0% (F) 0 0 0 0 0 0	75% 76% 75 75 76 76 76 76	0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0	0% 0% 0 0 0 0 0 0 0
Is reimbursement CONTINGENT ON GRADE received? WHEN does Company make payment?	Y		N N	N N	N N
On enrollment On completion	Y	Y	Y	Y	Part on enrollment Part on completion
Does policy APPLY GENERALLY to all Company divisions? COMMENTS:	Y	Y	N N	Y	Y



				•	
M = Management employeesS = Non-management, salariedH = Hourly employees	WARNER-LAMEERT WELLS FARGO BANK Morris Plains, NJ San Francisco, CA		WEST COMPANY Phoenixville, PA	WESTVACO CORP. New York, NY	WESTERN ELECTRIC Hopewell, NJ
	M	M		M	M
Which employees are <i>ELIGIBLE</i> for tuition aid?	Y	Y	Y	Υ	Y
HOW MANY MONTHS of employment required for eligibility?	0 3 m -	3 mos. Simos	12 mos. 12 mos.	0 0 -	0 0
Is there a LIMIT on number of courses/credits or \$'s for:		\$1,500/yr 2 course per			
JOB-RELATED courses?		semes			9 credit per la 22.
NON-JOB-RELATED courses?		\$1,5007 m 2 counties suit semilar		N . 1	
Within these limits, what % of tuition does Company pay?					
Undergraduate JOB-RELATED Graduate Courses Non-credit Non-college	100% 100% 100 100 100 100 100 100	100% 100% 100 100 100 100 100 100	100% (00%) 100 (00) 100 (00) 100 100	90% 80% 90 80 90 80 90 80	100% 100% 100 100 0 0 0 0
Undergraduate NON-JOB-RELATED Graduate Courses Non-credit Non-college	0% 0% 0 0 0 0	100% 100% 100 100 100 100 100 100	0% 0% 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0% 6% 0 0 0 0	0% 0° 0 0 0 0 0 0
Is reimbursement CONTINGENT ON GRADE received?	N N	, Y		N N	N N
WHEN does Company make payment?			Parkon .		
On enrollment			enroliment		
On completion	Y	Y	Part on completion	Y	
Does policy APPLY GENERALLY to all Company divisions?	Y Y	Y	Υ Υ	Y	

COMMENTS:



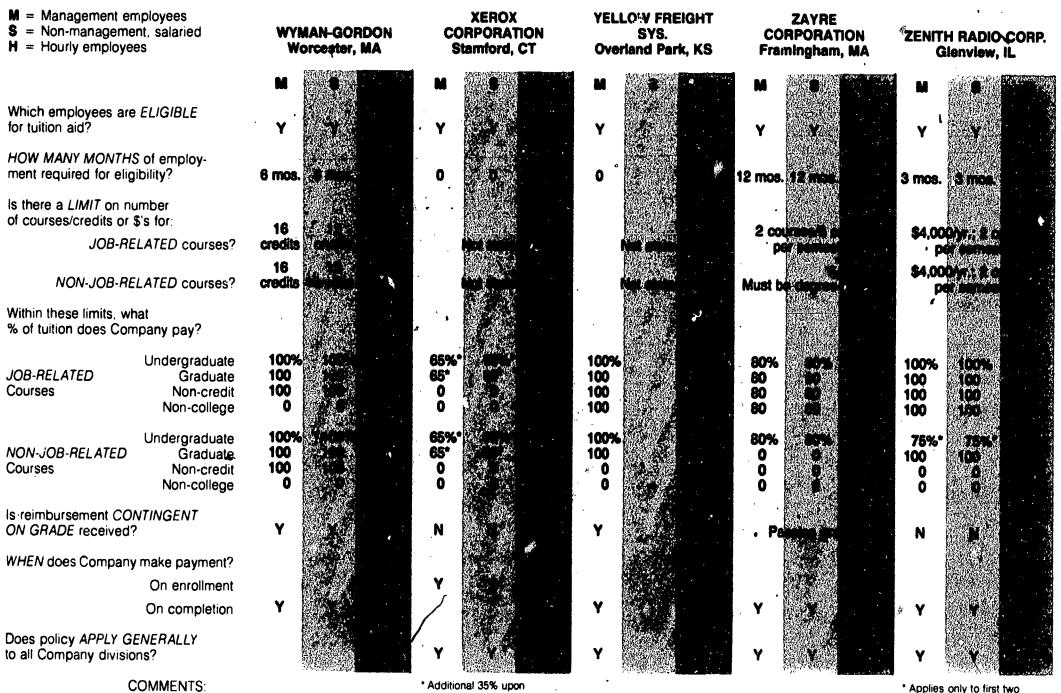


M = Management employeesS = Non-management, salariedH = Hourly employees	WINNEBAGO INDUSTRIES Forest City, IA	WM WRIGLEY, JR. Chicago, IL	WOODWARD GOVERNOR Rockford, IL	WOOLWORTH (F.W.) New York, NY	WORK WEAR CORP. Cleveland, OH
. 4 %)		M	M	M	. M 8
Which employees are ELIGIBLE for tuition aid?	Y	Υ	Y 3,7	Y	Y
HCW MANY MONTHS of employment required for eligibility?	6 mos. 8 mas.	6 mos. 8 mas.	0 0	12 mos. 12 mos .	6 mos. (6 mas
Is there a LIMIT on number of courses/credits or \$'s for:					
JOB-RELATED courses?	Not examine	\$1,877,000	2 ∞ this e	50-75% (rainia	
NON-JOB-RELATED courses?	Not cared	\$1,000	2 00(1,55)	50-75% (Line)	
Within these limits, what % of tuition does Company pay?					
Undergraduate JOB-RELATED Graduate Courses Non-credit Non-college	75% 76% 75 70 76 78 0	100% (60%) 100 (61) 0	100% 100% 100 100 100 100 100 100		100% 100% 100 100 100 100 100 100
Undergraduate NON-JOB-RELATED Courses Non-credit Non-college	75% 75% . 75 10	100% 100% 0 0 0 0 0 0 0 0			6% 05 05 05 05 05 05 05 05 05 05 05 05 05
Is reimbursement CONTINGFNT ON GRADE received?	Y 7	Y	Y Y X	N	
WHEN does Company make payment?					
On enrollment	Y	y X	y N	Y	Y 7
On completion Does policy APPLY GENERALLY to all Company divisions?	Y	Y X	Y 3-74.	Y Y .	N

ERIC

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COMMENTS:



completion of degree



credit hour years.

EMPLOYEE TUITION BENEFIT QUESTIONNAIRE

The purpose of this questionnaire is to gather information about employer tuition aid programs. The Conference of Small Private Colleges will assemble and publish this information. The booklet will be used by high school guidance counselors and college placement officers to advise students about future career plans with firms that encourage the professional development of their employees.

Name of person	on completing form:		
Company: _			
Address:			
	City	State	Zip Code
Title:		Tel: ()	

Does your company have a tuition aid program for employees? If not, please stop here and return this form to the address below.

Yes No

	PLEASE CIRCLE THE APPROPRIATE ANSWERS:		Management employees		Non-management salaried employees		Hourly employees	
1.	Which employees are eligible for company tuition aid plan?	Yes	No	Yes	No	Yes	No	
2.	Is there a <i>length of service</i> requirement for eligibility?	Yes	No months	Yes	No months	Yes	No months	
3.	For job-related courses does your company pay 100% of tuition costs? If not 100% what percentage? (a) courses leading to undergraduate degrees?	Yes	No %	Yes	No %	Yes	No %	
	(b) courses leading to a graduate degree?	Yes	No%	Yes	No%	Yes	No%	
	(c) non-credit college courses?	Y e s	No%	Yes	No %	Yes	No %	
	3 phon-college courses?	Yes	No%	Yes	No %	Yes	No%	
ERIC	onference of Small Private Colleges. 1983		90			317	(over)	

			Management employees		salaried employees		Hourly employees	
4.	For non-job-related courses does your company pay 100% of tuition costs?				 			
	If not 100%, what percentage?							
	(a) courses leading to undergraduate degrees?	Yes	No %	Yes	No	Yes	No	
	(b) courses leading to a graduate degree?	Yes	No	Yes	% No	Yes	% No	
	(c) non-credit college courses?	Yes	% No	Yes	% No	Yes	% No	
	(d) non-college courses?	'Yes	% No	Yes	% No	Yes	% No	
5.	Does the company pay tuition expenses:		%		%		%	
	(a) on enrollment in course?	Yes	No	Yes	No	Voc	No	
	(b) part on enrollment, part on completion?	Yes	No	Yes	No	Yes Yes	No	
	(c) only upon satisfactory, completion of course?	Yes	No	Yes	No	Yes	No No	
6.	Is percentage of employee tuition reimbursement contingent							
	upon grade received?	Yes	No	Yes	No	Yes	No	
7.	on the tuition aid allowance each employee may receive?							
	If so, what amount?	Yes	No	Yes	No.	Yes	No	
	9	5		\$		\$		
		ourses_ redits		Courses_ Credits		Courses_ Credits		
8.	For non-job related courses, is there a yearly dollar,							
	COLUMN OF GROWING LOND LINE 19 19 19 19 19 19 19 19 19 19 19 19 19	Yes	No	Yes	No	Yes	No	
	\$		140	\$	INO	\$	No	
		ourses	#(Courses	#(Courses .		
		edits		Credits		Credits _	****	
9.	Does the policy outlined above apply generally to all of the							
	Company's divisions?	Yes	No	Yes	No	Yes	No	
Ple	ase return the completed questionnaire to							

Please return the completed questionnaire to:

Conference of Small Private Colleges, P.O. Box 24, Princeton, New Jersey 08540

Thank you.

Non-management salaried

LISTING OF COMPANIES IN THE DIRECTORY

AFG Industries Incorporated

Kingsport TN

AGRI Industries **West Des Moines** IA

AM International Chicago IL

AMAX Incorporated Greenwich

AMP Incorporated Harrisburg

AMSTED Industries Chicago

ARA Services Incorporated Philadelphia

ARCO Pipe Line Independence

ASARCO Incorporated **New York** NY

AXIA Incorporated Oak Brook

Abbott Laboratories North Chicago

Aetna Life & Casualty Hartford

Air Products & Chemicals Allentown PA

Akzona Incorporated Ashaville NC

Albany International Albany NY

Alcoa

PA **Pittsburgh**

Alexander & Baldwin Honolulu

Allegheny International **Pittsburgh**

Allied Corporation Morristown

Alumax Incorporated San Mateo

Amalgamated Sugar Company Ogden UT

Amdahl Corporation Sunnwale CA

Amerada Hess Corporation **New York**

AmeriTrust Company Cleveland

American Airlines Dallas/Ft.W Airport TX

American Brands New York

American Broadcasting Company New York

American Business Products GA Atlanta

American Can Company Greenwich

American Crystal Sugar Company Moorhead MN

American Cyanamid Company Wavne NJ

American Express Company New York

American General Corporation TX

American Home Products

American Hospital Supply

Corporation **Evanston** IL

Houston

New York

American National Insurance

Galveston TX

American Patrofina of Texas

Dallas TX

American Savings & Loan of Florida Greenwich FL Miami

American Standard Incorporated

New York NY

American Sterilizer

PA Erie

American Telephone & Telegraph

Basking Ridge NJ

American United Life Insurance

Indianapolis IN

Ameron Incorporated **Monterey Park**

Amfac Incorporated San Francisco CA

Amhoist

St. Paul MN

Analog Devices Norwood

Anchor Hocking Corporation Lancaster

Anchor National Life Insurance Phoenix AZ

Apple Computer Incorporated Cupertino CA

Applied Power Incorporated Milwaukee

Archer Daniels Midland Company Decatur

Armco Incorporated Middletown OH

Arvin Industries Incorporated Columbus IN

Ashland Oil Incorporated Ashland

Atlantic Richfield Company Los Angeles

Automatic Switch Company Florham Park NJ

Avco Corporation



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Avon Products New York NY **Baker International** Orange CA

Baldor Electric Company Fort Smith AR

Ball Corporation Muncie IN

Bally Manufacturing Chicago

Baltimore Gas & Electric Company **Baltimore** MD

Bangor Punta Corporation Greenwich CT

Bank One, Columbus, NA Columbus OH

Bank of Boston Boston MA

Bank of New York **New York** NY

Bankers Life Des Moines IA

Banta (George) Company Menasha WI

Barber, Greene Company

Aurora IL

Bard (C.R.) Incorporated Murray Hill NJ

Barnes Group Incorporated CT Bristol

Baxter Travenol Laboratories Deerfield IL

Becton Dickinson & Company

Paramus NJ

Beech Aircraft Corporation Witchita KS

Beker Industries Corporation

Greenwich CT

Bell & Howell Chicago

Belo (A.H.) Corporation

Dallas TX

Bendix Corporation Southfield -MI

Beneficial Management Corporation CF Industries Incorporated

Peapack NJ

Bethlehem Steel Corporation

Bethlehem PA

Binks Manufacturing Company

Franklin Park

Bird & Son Incorporated E. Walpole MA

Black & Decker (U.S.) Towson MD

Boeing Company Seattle WA

Boise Cascade Corporation

Boise ID

Borden Incorporated Columbus OH

Borg-Warner Corporation

Chicago

Bradley (Milton) Company

Springfield MA

Bristol-Myers Company New York

Brockway Incorporated Brockway PA

Brown & Williamson Tobacco

Louisville KY

Brown Shoe Company St. Louis MO

Brush Wellman Incorporated

Cleveland OH

Bucyrus-Erie Company So. Milwaukee

Burlington Industries Greensboro NC

Burlington Northern Seattle WA

Burndy Corporation Norwalk CT

Burroughs Corporation

Detroit MI

Butler Manufacturing Company

MO

Kansas City **CBS** Incorporated **New York** NY

Long Grove IL

CFS Continental incorporated

Chicago IL

CPC International **Englewood Cliff** NJ

CSX Corporation Richmond **Cabot Corporation Boston** MA

California Portland Cement Company

Los Angeles CA Camco Incorporated Houston TX

Campbell Soup Company

Camden NJ

Capital Holding Corporation

Louisville KY

Carnation

Los Angeles CA

Carolina Power & Light Company

Raleigh NC

Carpenter Technology Corporation

Reading PA

Caterpillar Tractor Company

Peoria IL

Ceco Corporation Oak Brook

Central Sova Company Fort Wayne

CertainTeed Corporation Valley Forge

Cessna Aircraft Company

Wichita KS

Champion International Stamford CT

Chase Manhattan Bank, N.A.

New York NY Chemical Bank New York

Chesebrough-Pond's incorporated

Greenwich CT

Chicago Pneumatic Tool Company

New York

NY

Chrysler Corporation Highland Park

Cincinnati Milacron Cincinnati OH

Citibank, N.A. **New York** NY

City Federal Savings & Loan Somerville NJ

Clark Equipment Company

Buchanan MI

Cleveland Electric Illuminating Cleveland OH

Clorox Company Oakland CA

Clow Corporation Oakbrook IL

Coca-Cola Company Atlanta GA

Coleman Company Incorporated Wichita KS

Colgate-Palmolive Company

New York

Columbia Gas System Wilmington DE

Combustion Engineering

Stamford

Comerica Incorporated

Detroit MI

Commonwealth Edison

Chicago IL

Computervision Corporation

Bedford MA

Condec Corporation Old Greenwich

Cone Mills Corporation Greensboro NC

Conrac Corporation Stamford CT

Consolidated Edison Company

New York NY

Consolidated Foods Corporation

Chicago

Consolidated Freightways Palo Alto CA

Consolidated Natural Gas

Pittsburgh

PA

Consolidated Papers Wisconsin Rapid

Consumers Power Company

Jackson MI

Continental Group Stamford CT

Continental Illinois National Bank

Chicago

Continental Steel Corporation

Kokomo

Control Data Corporation Bloomington . MN.

Cooper Tire & Rubber Company

Findlay OH

Corning Glass Works Corning NY

Crane Company New York NY

Crocker Bank

San Francisco CA

Cross & Trecker Corporation

Bloomfield Hill MI

Cubic Corporation San Diego CA

Cummins Engine Company

Columbus IN

Curtiss-Wright Corporation

Wood-Ridge

Cyclops Corporation **Pittsburgh** PA

Dan River Incorporated Greenville SC

Dana Corporation Toledo OH

Dart & Kraft Northbrook IL

Datapoint Corporation San Antonio

Dataproducts Corporation Woodland Hills

Dayton Hudson Corporation Minneapolis MN

Dayton Malleable Incorporated

Davton OH

DeSoto Incorporated Des Plaines

Deere & Company

Moline IL

Delta Air Lines Atlanta GA

Deluxe Check Printers

St. Paul MN

Dennison Manufacturing Framingham

Diamond Shamrock Corporation

Cleveland OH

Diebold Incorporated Canton OH

Digital Equipment Corporation

Concord MA

Dillingham Corporation

Honolulu HI

Donnelley (R.R.) & Sons

Chicago IL

Dorsey Corporation Chattanooga

Dow Chemical Company

Midland MI

Dow Corning Corporation

Midland MI

Dow Jones & Company

New York

Dr. Pepper Company

TX Dallas

Dravo Corporation Pittsburgh

Dresser Industries Dallas TX

DuPont de Nemours (E.I.) &

Company

Wilmington DE

Dun & Bradstreet Corporation New York NY

Duriron Company

Dayton OH



E-Systems **Dallas** TX

EG&G Incorporated Wellesley MA

ENSERCH Corporation

Dallas TX

ENSTAR Corporation Houston TX

Eastern Airlines Miami FL

Eastmet Corporation Cockeysville MD

Eaton Corporation Cleveland OH

Elcor Corporation Midland TX

Emerson Electric Company St. Louis MO

Emhart Corporation

Farmington CT

Energy Reserves Group

Wichita KS

Engelhard Corporation

Edison NJ

Equitable Life Assurance Society New York NY

Ethyl Corporation

Richmond VA

European American Bank **New York** NY

Evans Products Company Portland OR

Everest & Jennings Incorporated

Camarillo CA

Ex-Cello Corporation Troy MI

Exxon Corporation New York NY

Fairchild Industries Germantown MD

Federal Express Corporation

Memphis TN

Federal Paper Board Company Montvale NJ

Federal-Mogul Detroit MI

Federated Department Stores

Cincinnati

OH

Ferro Corporation Cleveland OH

Fieldcrest Mills Eden NC

Firestone Tire & Rubber Company

Akron OH

First Boston Corporation

New York NY

First Mississippi Corporation

Jackson MS

First National Bank of Chicago

Chicago IL

First National Supermarkets

Maple Heights OH

First Pennsylvania Bank Philadelphia PA

First Union National Bank

Charlotte NC

Fleming Companies Oklahoma City

Flickinger (S.M.), Company West Seneca

Florida Power & Light Company Juno Beach FL

Fluke (John) Manufacturing WA

Fluor Corporation Irvine CA

Everett

Dearborn

Ford Motor Company

Foster Wheeler Energy Corp.

MI

Liv. gston

Foxboro Company Foxboro MA

Freeport-McMoran Incorporated

New York

Frontier Airlines Denver CO

Fruehauf Corporation

Detroit MI **GATX** Corporation Chicago IL

GCA Corporation Bedford MA

GF Business Equipment Youngstown OH

GPU Service Corporation Parsippany | NJ

GTE Service Corporation Stamford CT

Gannett Company Rochester NY

General American Life Insurance

St. Louis MO

General Automation Anaheim CA

General Binding Corporation

Northbrook

General Dynamics Corporation

St. Louis MO

General Electric Company

Fairfield CT

General Foods Corporation

White Plains NY

General Host Corporation Stamford CT

General Mills Incorporated

Minneapolis MN

General Motors Corporation Detroit MI

General Refractories Company Bala Cynwyd PA

General Reinsurance Corporation

Greenwich CT

General Tire & Rubber Company Akron OH

Genesco Incorporated Nashville TN

Genstar Corporation San Francisco

Georgia-Pacific Corporation

Atlanta GA

Geosource Incorporated

Houston TX



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Getty Oil Company Los Angeles CA Giant Food Incorporated Washington DC Giddings & Lewis Fond du Lac WI Gilbert/Commonwealth Incorporated Reading PA Gillette Company MA **Boston** Gleason Works Rochester Globe Newspaper Company **Boston** MA Goodrich (B.F.) & Company Akron OH Goodyear Tire & Rubber Company Akron OH Gould Incorporated **Rolling Meadows** IL Grace (W.R.) & Company **New York** NY Graco Incorporated Golden Valley Graniteville Company Graniteville SC Great Atlantic & Pacific Tea Company Montvale NJ Great Northern Nekoosa Corporation Stamford CT **Great Western Savings** Northridge **Grumman Aerospace Corporation** NY Bethpage Gulf + Western Industries **New York** NY **Gulf Oil Corporation** Pittsburgh PA

Halliburton Company TX. Dallas Hammermill Paper Company Erie PA Handy & Harman

NY

Harper & Row, Publishers New York NY Harris Corporation Melbourne . Hart Schaffner & Marx Chicago IL Harte-Hanks Communications San Antonio TX Harvey Hubbell Incorporated Orange CT Heinz USA Pittsburgh PA Hercules Incorporated Wilmington DE Herman Miller Incorporated Zeeland MI Heublein Incorporated Farmington CT **Hewlett-Packard** Palo Alto CA **Hexcel Corporation** San Francisco CA Hoiiday Inns

Memphis TN Home Insurance Company **New York** NY Home Life Insurance Company **New York**

NY

Honeywell Incorporated Minneapolis MN Hoover Universal Ann Arbor MI Hormel (Geo. A.) & Company Austin MN

Houghton Mifflin Company **Boston** MA **Hughes Tool Company**

Spring TX Humana Incorporated

Hutton (E.F.) & Company New York NY

IBM Corporation Armonk NY

Louisville

IC Industries IL Chicago **ITT Corporation New York** Illinois Tool Works Chicago IL

Imperial Savings & Loan Association San Diego CA Ingersoll-Rand Company Woodcliffe Lake NJ

Inland Steel Company Chicago IL Insilco Corporation Meriden CT

International Minerals & Chemical Mundelein 11 International Harvester

Chicago 11 International Multifoods Minneapolis MN

International Paper Company New York NY Interpace Corporation Rockaway NJ

Investors Diversified Services Minneapolis MN

James River Corporation Richmond VA Jefferson Standard Life Insurance

Greensboro NC Jewel Companies Incorporated

Chicago IL

John Hancock Mutual Life Insurance Boston MA

Johnson & Johnson New Brunswick NJ

Johnson Controls Incorporated Milwaukee WI

Joslyn Mfg. & Supply Company Chicago

Jostens Incorporated Minneacolis K Mart Corporation

Troy Mi



New York

Kaiser Aluminum & Chemical Ravenswood WV

Kaiser Cement Corporation Oakland CA

Kellogg Company Battle Creek MI

Kemper Group Long Grove IL

Kennametal Incorporated

Latrobe PA

Kerr-McGee Corporation Oklahoma City OK

Keuffel & Esser Company Morristown NJ

Keystone Consolidated Industries
Dallas TX

Kimberly Clark Corporation

Neenah WI

Koppers Company Incorporated Pittsburgh PA

Kroger Company Cincinnati OH

LacLede Steel Company

St. Louis MO

Lamson & Sessions Company Cleveland OH

Lear Siegler Incorporated Santa Monica CA

Lever Brothers Company New York NY

Levi Strauss & Company San Francisco CA

Libbey-Owens-Ford Company
Toledo OH

Liberty National Life Insurance Birmingham AL

Life Insurance Company of Virginia Richmond VA

Lilly (Eli) & Company Indianapolis IN

Lincoln National Life Insurance Fort Wayne IN

Lipton (Thomas J.) Incorporated Englewood Cliff NJ

Liquid Air Corporation San Francisco CA

Litton Industries
Beverly Hills CA

Lockheed Corporation Burbank CA

Loctite Corporation Newington CT

Lone Star Industries Greenwich CT

Long Island Lighting Company

Hicksville NY

Longview Fibre Company

Longview WA

Louisiana Land & Exploration

New Orleans LA

Lubrizol Corporation Wickliffe OH

Lucky Stores Incorporated

Dublin CA Lufkin Industries

Lufkin TX

M/A-Com Components Compa.ies

Burlington MA

MAPCO Incorporated

Tulsa OK

MCA Incorporated Universal City CA

Macmillan Publishing Company

New York NY

Macy (R.H.) & Company

New York NY

Management Assistance

Incorporated
New York NY

Manville Corporation
Denver CO

Marion Corporation

Mobile AL

Martin Marietta Corporation Bethesda MD

Mary Kay Cosmetics incorporated

Dallas T

Massachusetts Mutual Life Insurance Manitowoc

Springfield MA

Mattel Incorporated Hawthorne CA

Maytag Company Newton IA

McCormick & Company Hunt Valley MD

McDermott Incorporated New Orleans LA

McDonnell Douglas Aircraft

St. Louis MO

McGraw Edison Company Rolling Meadows IL

McGraw-Hill Incorporated

New York NY

McLouth Steel Products Corporation

Detroit MI

Medtronic Incorporated Minneapolis MN

Mellon National Corporation

Pittsburgh PA

Mercantile National Bank

Dallas TX

Merck & Company Rahway NJ

Meredith Corporation

Des Moines IA

Merrill Lynch New York NY

Metropolitan Insurance Companies

New York NY

Michigan National Bank of Detroit

Detroit MI

Middle South Services New Orleans LA

Miles Laboratories Elkhart IN

Millipore Corporation Bedford MA

Minnesota Mining & Manufacturing

St. Paul MN

Minnesota Mutual Life

St. Paul MN

Mirro Corporation
Manitowoc WI



Northwestern Steel & Wire Company Mississippi Chemical Nashua Corporation Yazoo City MS Nashua NH Sterling IL Mobay Chemical Corporation National Bank of North America Norton Company **Pittsburgh** PA West Hempstead NY Worcester MA National Bank of Detroit Noxell Corporation Mobil Oil Corporation Detroit Cockevsville MD New York NY MI National City Bank **Nucor Corporation** Modine Manufacturing Company Racine WI Cleveland Charlotte NC National Distillers & Chemical Oak Industries Incorporated Mohawk Data Sciences Corporation New York NY San Diego **Parsippany** NJ CA National Gypsum Company Occidental Petroleum Monogram Industries Dallas Santa Monica TX Los Angeles CA CA Moog Incorporated National Intergroup Incorporated Ocean Spray Cranberries **East Aurora Pittsburgh Plymouth** PA MA National Semiconductor Oglebay Norton Company Moore McCormack Resources Stamford CT Santa Clara CA Cleveland OH Morgan Guaranty Trust Company Nationwide Insurance Company Ohio Edison Columbus OH **New York** Akron OH NY New England Mutual Life Insurance Morrison-Knudsen Company Oscar Meyer Foods MA Madison WI Boise ID **Boston** Morton Thiokol Incorporated **New York Times** Outboard Marine Corporation Chicago New York NY Waukegan IL **Newmont Mining Corporation** Motorola Incorporated Owens-Corning Fiberglas New York NY Toledo OH Schaumburg IL Munsingwear Incorporated **Nordson Corporation** Owens-Illinois Incorporated Amherst OH Minneapolis Toledo OH MN Nortek, Incorporated Ozark Air Lines Incorporated Murphy Oil Corporation El Dorado AR Cranston RI St. Louis MO North American Philips Corporation **Mutual Benefit Life** Pabst Brewing Company Newark NJ **New York** Milwaukee Northeast Utilities Affiliated Mutual Life Insurance of New York Pacific Gas & Electric Company Hartford CT San Francisco **New York** NY CA Pacific Mutual Life Insurance Mutual of Omaha Northern States Power Company Omaha NE Minneapolis MN Newport Beach CA Northern Trust Company Pacific Power & Light **NABISCO Brands Parsippany** Chicago IL Portland OR Pacific Resources Incorporated **Northrop Corporation** NCR Corporation Los Angeles CA Honolulu HI Dayton OH Northwest Airlines 2 Pan American Airways **NIBCO** Incorporated St. Paul MN New York NY Elkhart IN Northwestern Mutual Life Insurance Panhandle Eastern Pipe Line **NL** Industries New York Milwaukee WI Company Kansas City MO Northwestern National Life Insurance Nalco Chemical Company Minneapolis MN Pantasote Incorporated Oak Brook IL



Greenwich

Pantry Pride Incorporated Ft. Lauderdale FL

Parker Hannifin Corporation Cleveland OH

Parsons Corporation Pasadena CA

Peabody International Stamford CT

Penn Central Corporation New York NY

Penney (J.C.) Company New York NY

Pennzoil Company Houston TX

PepsiCo Incorporated Purchase NY

Perkin-Elmer Corporation Norwalk CT

Pfizer Incorporated New York NY

Philadelphia Electric Company Philadelphia PA

Philadelphia National Bank Philadelphia PA

Philip Morris Incorporated
New York NY

Philips Industries Dayton OH

Phillips Petroleum Company Bartlesville OK

Phoenix Mutual Life Insurance Hartford CT

Piedmont Aviation Winston-Salem NC

Pillsbury Company Minneapolis MN

Pittsburgh National Bank Pittsburgh PA

Polaroid Corporation Cambridge MA

Portec Incorporated Oak Brook IL

Potlatch Corporation San Francisco CA Potomac Electric Power Company Washington DC

Pratt & Lambert Incorporated

Buffalo NY

Prentice-Hall
Englewood Cliff

Englewood Cliff NJ

Prime Computer Company

Natick MA

Procter & Gamble Company

Cincinnati OH

Provident Life & Accident Insurance

Chattanooga TN

Prudential Insurance Company

Newark NJ

Prudential-Bache Securities

New York NY

Public Service Electric & Gas

Newark NJ

Public Service Indiana

Plainfield IN

Quaker State Oil Refining

Corporation
Oil City PA

RCA Corporation Cherry Hill NJ

RTE Corporation Waukesha WI

Rainier Bancorporation

Seattle WA

Rausburg Corporation Indianapolis IN

Raychem Corporation Menio Park CA

Raytheon Company Lexington MA

Reeves Brothers Incorporated

Spartanburg SC

Research Cottrell Somerville NJ

Rexham Corporation Charlotte NC

Reynolds & Reynolds Dayton OH

Reynolds (R.J.) Industries Winsten-Salem NC

Reynolds Metals Company

Richmond VA

Richardson-Vicks Incorporated

Wilton CT

Robbins & Myers Incorporated

Dayton OH
Robins (A.H.)

Richmond VA

Rochester & Pittsburgh Coal

Company Indiana PA

Rockwell International Pittsburgh PA

Rohm and Haas Company Philadelphia PA

Rohr Industries
Chula Vista CA

Rolm Corporation Santa Clara CA

Rubbermaid Incorporated

Wooster OH

Ryder System Incorporated

Miami FL

SCM Corporation New York NY

SCOA Industries Columbus OH

Safeguard Business Systems

Et Weshington BA

Ft. Washington PA

Sanders Associates Incorporated Nashua NH

Santa Fe Industries Chicago IL

Schering-Plough Corporation

Kenilworth NJ

Scott Paper Company Philadelphia PA

Seafirst Corporation
Seattle WA

Sealaska Corporation
Juneau AK

Sealed Power Corporation

Muskegan MI

Sears, Roebuck & Company Chicago IL

onicago il



Security Pacific National Bank Los Angeles CA

Service Merchandise Company Nashville TN

Shaklee Corporation San Francisco CA

Shell Oil Company Houston TX

Sherwin Williams Company Cleveland OH

Signal Companies La Jolla CA

Signode Corporation Glenview

Singer Company Stamford CT

Smith (A.O.) Corporation , WI Milwaukee

Smith International CA **Newport Beach**

Snap-On Tools Corporation Kenosha WI

Sonoco Products Company Hartsville SC

Southeast Bank N.A. Miami FL

Southern California Edison Rosemead CA

Southern California Gas Company CA Los Angeles

Southern Natural Gas Company Birmingham AL

Southern Pacific Transportation CA San Francisco

Southland Corporation **Dallas** TX

Southwest Forest Industries AZ Phoenix

Sperry Corporation New York NY

Springs Industries Lancaster SC

Square D Company Palatine

St. Paul Companies St. Paul MN

Stanadyne Windsor CT

Standard Commercial Tobacco

Company Wilson NC

Standard Oil of California San Francisco CA

Standard Oil of Ohio Cleveland OH

Standard Oil of Indiana ÌL Chicago

Stanley Works **New Britain** CT

State Farm Insurance Company Bloomington

State Mutual Life Assurance Worcester MA

Stauffer Chemical Company CT Westport

Steiger Tractor Incorporated Fargo ND

Stepan Chemical Corporation Northfield IL

Sterling Drug Incorporated New York NY

Stokely-Van Camp Incorporated

Indianapolis IN Stop & Shop Companies

Boston MA

Stride Rite Corporation Cambridge MA

Stroh Brewery Company

MI Detroit

Sun Company Incorporated PA

Radnor

Sundstrand Corporation Rockford IL

Supermarkets General Corporation Woodbridge NJ

Swift & Company Oak Brook

Swift Independent Facking Company Chicago IL

Sybron Corporation Rochester NY

TIAA-CREF New York NY

TRACOR Incorporated

Austin TX

TRW Incorporated Cleveland OH

Tampax Incorporated Lake Success NY

Tandy Corporation/Radio Shack

Fort Worth TX

Tektronix Beaverton OR

Houston

Tenneco incorporated

Tesoro Petroleur. Corporation

TX

San Antonio TX

Texaco Incorporated White Plains NY

Texas Commerce Bancshares

Houston TX **Texas Industries**

Dallas TX **Texas** Instruments

Dallas TX Texasguif incorporated Stamford

Textron Incorporated Providence RI

Thermo Electron Corporation Waltham MA

CT

Time Incorporated **New York**

Timken Company Canton OH

Tosco Corporation Los Angeles

Trane Company La Crosse

Trans World Airlines New York NY

Transamerica Corporation San Francisco CA



Transamerica Delaval Lawrenceville NJ

Transco Energy Company Houston TX

Transohio Savings Cleveland OH

Travelers Insurance Company Hartford CT

Twentieth Century Fox **Beverly Hills** CA

Twin Disc Incorporated

WI Racine

Tyco Laboratories Exeter NH

U.S. Bancorp **Portland** OR

U.S. Gypsum Chicago

US Industries Incorporated

Stamford ĊT

US Steel PA Pittsburgh

USAir Incorporated Washington DC

Union Bank

Los Angeles CA

Union Camp Corporation Wayne NJ

Union Carbide Corporation

Danbury CT

Union Electric Company , MO St. Louis

Union Mutual Life Insurance Portland ME

Union Oil of California Los Angeles CA

Union' Pacific Corporation

New York NY

United Airlines Chicago.

United Brands Company

New York NY

United Industrial Corporation

New York NY **United Merchants** Teaneck NJ

United Technologies Corporation

Hartford CT

United Telecommunications

Westwood KS

United Van Lines Fenton MO

Universal Foods Corporation

Milwaukee WI

Universal Leaf Tobacco Company

Richmond VA

Upiohn

Kalamazoo MI **VARCO Oil Tools**

Orange CA

Valmont Industries Valley NC

Valspar Corporation Minneapolis MN

Varian Associates Palo Alto CA

Volvo White Truck Corporation Greensboro NC

Vulcan Incorporated Latrobe PA

Vulcan Materials Company Birmingham AL

W.A. Krueger Company

Scottsdale

AZ Wachovia Bank & Trust Company

Winston-Salem NC Wallace Computer Services

Hillside IL

Walt Disney Productions Burbank CA

Walter (Jim) Corporation

Tampa FL

Walter E. Heller & Company

Chicago IL

Wang Laboratories Lowell MA

Warnaco Incorporated Bridgeport

Warner Communications **New York** NY

Warner Electric Brake & Clutch South Beloit IL

Warner-Lambert Company Morris Plains NJ

Wells Fargo Bank San Francisco

West Company **Phoenixville** PA

Westavco Corporation New York NY

Western Electric Company

Hopewell NJ

Westinghouse Electric Company

Pittsburah PA

Whirlpool Corporation Benton Harbor MI

White Consolidated Industries OH

Whittaker Corporation Los Angeles CA

Wilson Foods

Cleveland

Oklahoma City OK

Winnebago Industries Forest City IA

Wm. Wrigley, Jr. Company

Chicago IL

Woodward Governor Company

Rockford

Woolworth (F.W.) Company New York NY

Work Wear Corporation

Cleveland OH

Wyman-Gordon Company Worcester

Xerox Corporation Stamford CT

Yellow Freight System Overland Park

Zayre Corporation Framingham MA

Zenith Radio Corporation

Glenview IL