



Administrative and Professional Staff Advisory Committee Strategic Planning Document April 2004

Preamble

In May of 1988, the Administrative and Professional Staff Advisory Committee (APSAC) was formed by the University to build a formal communication link between Administrative and Professional (A/P) staff and the central administration. Formally established in Executive Memorandum No. C-16, "It is Purdue University's policy to solicit and give careful consideration to suggestions and advice from administrative and professional staff in the formation of University policies and procedures and other matters relating to the terms and conditions of employment for administrative and professional staff." Staff members from Human Resource Services and Business Services serve as resource members. As stated in C-16, "A University officer appointed by the President of the University serves as the principal liaison between APSAC and senior administrators at the University."

APSAC is comprised of 25 members who are representative of administrative and professional staff from all segments of the campus community, including the regional campuses. Appointments to APSAC are for a three-year term, with one-third of the membership changing each year.

APSAC operates with a chairperson and a vice chairperson; much of its actual work is completed through subcommittees:

- Communications
- Compensation and Benefits
- Individual Professional Development
- Staff Professional Development
- Membership and Staff Relations

The entire group meets monthly. As an advisory committee, APSAC discusses and makes recommendations on issues related to administrative/professional staff at Purdue University. APSAC is consulted by the University on many issues and is relied upon for assistance and involvement.

Strategic Plan Concept: (Defined in the University's plan)

Discovery: Grounded in the most advanced theoretical, empirical, and applied methods, the University's programs of research, scholarship, and creative endeavor expand the realm of knowledge across the full range of academic disciplines.

Learning through dissemination and preservation: The University distributes knowledge to an audience of peers and citizens through a great diversity of academic literature and professional

activities, and to student learners through a variety of text materials and instructional settings. In its libraries and other archives, the University serves as the repository and facilitator of access to a rich accumulation of human information, knowledge, and wisdom.

Engagement through Exchange: Through its programs of knowledge exchange and application, the University helps put knowledge to work in the solution of a variety of technical and social problems.

Mission

The mission of the Administrative and Professional Advisory Committee (APSAC) is to contribute to Purdue University's pursuit of preeminence within higher education by supporting and serving as a voice for administrative and professional staff at Purdue University.

Vision

APSAC will:

- Initiate and support the implementation of policies and procedures beneficial to administrative and professional staff and supporting the University's mission and vision.
- Identify and pursue common objectives in collaboration with regional campuses, professional and student groups, and the service community.
- Support initiatives to advance human and intellectual diversity.
- Be viewed system-wide as an effective, results-generating vehicle for positive change.
- Contribute to the professional distinction of administrative and professional staff by providing enriching professional development opportunities and supporting individual professional development.
- Strive for excellence within APSAC, and encourage administrative and professional staff to do the same.
- Enhance communication and seek collaboration with upper administration, faculty and staff.

Values & Culture

Our APSAC community has diverse backgrounds, cultures, and viewpoints, which enrich and add value to the cohesiveness of the group.

APSAC offers professional development, presents grant opportunities, and encourages the sharing of concepts and ideas with regional campuses. We engage in outreach activities by collaborating with similar groups at higher education institutions.

APSAC takes pride in its accomplishments on behalf of administrative and professional staff. APSAC's success is attributed to its ability to be open to change and engage in continuous improvement efforts. APSAC also achieves success by building partnerships with Purdue's executive management staff, Clerical and Service Staff Advisory Committee (CSSAC), Faculty Senate, other University committees, and the Committee on Institutional Cooperation.

As a representing body of administrators and professionals, APSAC expects that its members act with honesty and integrity, and that all adhere to the highest standards of personal and professional behavior. As members of the APSAC community, we accept our individual and institutional responsibilities and hold ourselves fully accountable for our words and actions.

A vision for APSAC's future depends on the input of a variety of stakeholders and constituents. The strategies which follow outline specific goals, action steps, and metrics that will enhance APSAC's visibility on campus within areas and departments, and statewide through the Purdue Extension Service and regional campus representation.

Strengthening APSAC's role through increased involvement on key university committees is a central component of the proposed plan. Service on committees that craft policy and procedures, combined with APSAC's unique ability to provide feedback from administrative and professional staff members, serves APSAC's mission as the voice for administrative and professional staff while supporting the university's pursuit of preeminence in higher education.

Enhancing communication within APSAC, between APSAC and administrative and professional staff, and university-wide through active involvement in key university committees is a second major component of the proposed plan. Identifying methods to enhance constituent involvement and input is key to APSAC's mission.

Encouraging active committee involvement begins with the identification and appointment of area representatives. The proposed plan suggests an internal examination of the ways in which APSAC identifies, appoints, trains, and mentors new and existing APSAC members. Focus on internal functioning will enhance APSAC member commitment and the effectiveness of APSAC to support and be a voice for administrative and professional staff at Purdue University.

Overarching Strategy

Strengthen and enhance the Administrative and Professional Staff Advisory Committee through internal and University changes that promote APSAC involvement in key University committees, augment membership involvement and commitment, and expand communications within APSAC, between APSAC and its constituents, and among APSAC representatives and broader statewide and University committees.

To facilitate this overarching strategy, we have identified three prioritized sub strategies:

1. Represent A/P staff on committees responsible for developing, revising, or approving policies relevant to administrative and professional staff.
2. Strengthen APSAC's voice and enhance APSAC's leadership.
3. Be recognized system-wide, as the effective, results-oriented voice for A/P staff needs, issues and concerns.

Sub Strategies

Strategy 1: Represent A/P staff on committees responsible for developing, revising, or approving policies relevant to administrative and professional staff.

Discussion: Establishing an A/P presence on key University committees is central to APSAC's mission to support Purdue University's pursuit of preeminence within higher education by supporting and serving as a voice for administrative and professional staff at Purdue University.

Goal 1: APSAC leadership with the assistance of the University liaison will collaborate with the Provost and Executive Vice President or President to pursue preeminence within higher education.

Action Steps:

- Provide regular reports to the University liaison to be presented to University administration with the APSAC Chair or designee
- Meet with Provost and Executive Vice President or President beginning Spring 2002
- Promote new initiatives that address un-served A/P staff needs

Metrics:

- Regular reports prepared and submitted
- Review of meeting by University liaison and APSAC Chair with full APSAC committee
- Scheduled appointments with Provost and Executive Vice President or President
- Presidential or Provost and Executive Vice President support of APSAC initiatives

Goal 2: APSAC will obtain representation on key committees by 2004

Action Steps:

- Re-evaluate current university-wide committee seats
- Identify key policy-making committees
- Get involved in key committees at the beginning of a given effort

Metrics:

- Inventory of key university policy-making committees
- Representation and voting privileges where relevant on key committees
- Monitor APSAC's involvement on key committees and assess the results

Strategy 2: Strengthen APSAC's voice and enhance APSAC's leadership

Discussion: Strengthening APSAC communication methods will enhance APSAC's voice and leadership.

Goal 1: Broaden Communication

Action Steps:

- Expand the APSAC website and review website content and functionality annually. Request changes as needed.
- Conduct or support polls and/or surveys of key APSAC issues on an as needed basis.
- Advance APSAC information to new administrative professional employees with orientation material (i.e., paper packets, binders, and personal contact).
- Make key APSAC events and speakers available to satellite areas (i.e., Extension offices, statewide technology) via the Internet and the APSAC web site
- Expand interaction and communication with peer institutions (Big 10 and Purdue Strategic Plan benchmark institutions)
- Establish early engagement of members with their constituents to promote APSAC

Metrics:

- Collect APSAC website hit information on a monthly basis
- Presence of up-to-date web pages
- Method in place for distributing APSAC information to new hires (i.e., through Human Resource Services)
- Number of contacts with new hires
- Tally/Analysis of poll and survey results
- Method in place for making APSAC events available to satellite areas
- Number of interactions with peer institutions (Big 10 and Purdue Strategic Plan benchmark institutions)
- Financial support for interaction and communication with peer institutions (Big 10 and Purdue Strategic Plan benchmark institutions)
- Attendance and/or representation at CIC annual meetings
- Number of contacts made between APSAC representatives and constituents

Goal 2: Enlarge pool of applicants for future APSAC membership opportunities.

Action Steps:

- Market and aggressively recruit APSAC members from the entire A/P staff population
- Conduct exit interviews with retiring APSAC representatives Metrics:

Metrics:

- Increase the number of applicants
- Results of exit interviews with retiring APSAC representatives
- Changes made in response to exit interview with retiring APSAC representatives

Strategy 3: Be Recognized system-wide, as the effective, results-oriented voice for A/P staff needs, issues and concerns

Discussion: For APSAC to be recognized system-wide as the effective, results-oriented voice for administrative and professional staff we must train APSAC members to be more effective advocates. We must standardize communications to our constituents, conduct publicity campaigns, highlighting A/P staff and sustain funding. APSAC must be seen as “the voice” for A/P staff, demonstrated by appointment to key University committees. Finally, a visible entity is an activity entity. We must use technology to enhance A/P staff/APSAC communication, develop a means to solicit feedback and communication with all A/P staff, and collaborate with the Faculty Senate and other key groups on campus.

Goal 1: Identify what constituents want and need APSAC to communicate

Action Steps:

- Identify how constituents want to communicate to APSAC and how they want APSAC to communicate to them (e-mail, unit meetings, etc.)
- Determine the frequency of standard communication
- Develop a mechanism for constituents to communicate with APSAC (i.e., anonymous submission, etc.)
- Develop a procedure to effectively follow-up on requests/submissions from constituents
- Review existing committee structure to increase collaboration and fulfill constituent’s needs.

- Conduct polls and /or surveys of key APSAC issues on an as needed basis.

Metrics:

- Number of hits on the website
- Number of information requests/comments and timely and effective responses
- Results of feedback review from APSAC members and constituents
- Mechanism in place for communication with constituents
- Standardized procedure in place for constituent requests/submissions follow-up
- Number of poll/survey results returned and results of those surveys

Goal 2: Assist APSAC members to be more effective

Action Steps:

- Develop interest/skill inventory for APSAC members
- Enhance membership orientation and training programs
- Standardize communications to constituents
- Increase transfer of knowledge through mentoring program
- Encourage current representatives to communicate established unit procedures and develop on-going methods to share knowledge with other APSAC representatives

Metrics:

- Interest/skill inventory of APSAC members
- Established mentoring program in place
- Standardized forms for communication (letterhead, logos, etc.)
- Guide to conducting interviews

Appendix A - Administrative and Professional Staff Advisory Committee