

CHAIRMAN'S CORNER: APSAC RESPONDS TO PAY FREEZE



MOORE

The biggest topic of conversation on campus over the past couple of weeks has been focused on the recent announcement to "eliminate merit pay raises for all senior administrators,

deans, and administrative and professional staff with salaries above \$50,000 for the next two years." The outpouring of support that we have seen from the deans and department heads is a testament to the value and high quality of work that each of you possess in helping our University achieve its mission.

APSAC held a special meeting on March 19 to discuss the content of the message concerning the pay freeze and outlined the key concerns we received from many of our colleagues. There were two main areas we wanted to focus on to present to President Daniels and Chief of Staff Gina DelSanto. The first was to clarify the message so that we could better un-

derstand the intent and reasoning behind the policy. To this extent, the President addressed this concern during the President's Forum on March 28.

The second issue, which has become a recurring theme, is that APSAC has not been given the opportunity to support the University per University Policy V.B.2. This policy states that it is Purdue University policy to solicit and carefully consider suggestions and advice from administrative and professional staff (A/P) when forming University policies and procedures and in other matters relating to the terms and conditions of A/P staff employment. I hope this concern will also be resolved when the President meets with APSAC on April 10 at our full committee meeting.

A priority of the administration is student affordability and I commend him for this. The tuition freeze does come with a cost and that is the loss of revenue needed to help operate the University. The elimination of salary increases was created to help seed the savings pool needed to compensate for this loss and

that amount is only a fraction of the savings required. Just as we did with Sustaining New Synergies, it's our time to step up to the plate and recommend new and innovative solutions that will help Purdue become more efficient and effective with our budget. The President has created an email address (savings@purdue.edu) where you can send your suggestions and I encourage all A/P staff to take full advantage of this opportunity. I have also asked the leaders of CSSAC and the University Senate if they would be in favor of setting up a task force to provide additional support to the President's Council on Budget and Affordability.

If you have any comments, questions or concerns about any topic that you feel could be impacted by University Policy V.B.2 as stated above, I welcome you to send those to my attention or any of the APSAC members.

Thank you for your continued support in making Purdue University world class and Boiler Up!!

Beau Moore
APSAC Chairman

DELSANTO EAGER TO MEET STAFF, HEAR ABOUT SUCCESSES



DELSANTO

Gina DelSanto joined Purdue on Feb. 18 as chief of staff to President Mitch Daniels. In the following Q&A, DelSanto discusses challenges, insights and more:

What are the day-to-day duties of the chief of staff? My job is to have a clear understanding of what the president needs on a daily basis and ensure that his requests are fulfilled. That includes getting folks lined up to work on various projects and initiatives, and making sure there's good follow through on those initiatives. I also work with all of

the vice presidents and their teams on key priorities and projects that will advance the mission of Purdue. I start out each day with a daily meeting with Mitch, and we touch base several times throughout the day. It's really hard for me to describe a typical day because the issues are always changing, but the substance of my job is working with folks to find out where there are great interests and concerns, and making sure those interests and concerns are brought to the president. Part of it is going the opposite way with the interests and concerns of the president and trying to align them with those of students, faculty and staff.

What are some of the primary insights you gained from working in higher

education that you draw from in your new role? At Butler University, I held two positions; I started there as director of the Learning Resource Center and the Exploratory Studies Program. I worked closely with Butler's provost and president, and the principal lessons I learned in that directorship relate to the idea of how students learn and grow over the period of their college experience. I worked very intensely on reforming Butler's freshman matriculation process and had the opportunity to work closely with the vice presidents of enrollment management and student affairs to make sure the student experience — from time they were prospective students all the way

through graduation — was a very enriching time in their lives. We discussed what the overall Butler student experience should be about. What we decided is that we should focus on what we referred to as student self-efficacy. It meant making sure students gain their disciplinary knowledge as well as a broad grounding in liberal arts and communication, and making sure they take away a sense of their obligations to their community and to themselves. We wanted them to know how to advocate on behalf of themselves and others, how to operate in a diverse community and how to make that community its best self.

Under that big umbrella, we talked about intentionality, coherence and reflection, which meant that students should be intentional in their choices. We agreed that meandering is different from exploring, and we wanted students to explore intentionally. We also wanted them to reflect upon their experiences, because you can't form a coherent plan in life if you're not reflective about what you're doing.

It was putting that kind of thinking into play for students that was my big takeaway and what working in higher education is all about. How can we, faculty and staff within this institution, guide students through that process in the classroom, advising meetings, clubs and activities? When a student goes up to the registrar's window, how can we use that as a moment to help students advocate on behalf of themselves and help them take greater responsibility for their opportunities? All of us at Purdue have an obligation to students, and it's a tremendous opportunity as members of the Purdue community to make that contribution.

One of my greatest hopes for staff here at Purdue is that they never lose sight of the gifts they can give to students to help them become the adults their communities need them to be. In my first five weeks at Purdue and in meeting with lots of professional staff members, I recognize that everyone here is of that same mind set. Everyone here is eager to support the institution so that it can be a place we can claim as one of the finest universities in the country.

Many members of the Purdue community have voiced concern about the administration's perception that AP staff

members do not directly contribute to the University's core missions of education, research and outreach. How do you respond to those concerns?

In conversations I've shared with the president, I know beyond the shadow of doubt that he places tremendous value on professional staff and considers them to be part of the leadership at Purdue University. We'll be looking to professional staff to guide the University to its very best self, and that includes taking responsibility for the part of student growth that they contribute to and also taking part in contributing to the welfare of the institution as a whole. We're looking to professional staff to come up with ideas on how we can do things in a more economical way and to make sure everything we do at Purdue is really focused on the teaching, learning and research missions of the institution.

If professional staff members have heard a lack of appreciation, they need to know that it's absolutely the opposite, that Mitch values their contributions tremendously but sees them as part of this larger group of people who are guiding and leading the institution. It's a group in which he's placing an incredible amount of trust and responsibility. Already he's received dozens of suggestions from the professional staff on how we can do things more economically and effectively, and he's eager to hear more from that direction because he knows they're the folks who make the institution function on a day in, day out basis.

The primary thing I'd like to express to our administrative and professional staff colleagues is how much I'm looking forward to getting to know them and hearing about the many successes going on, as well as their concerns.

What are some of the main challenges you foresee related to this position, and what plans are in place to tackle those challenges? I think the biggest challenge is one that I share with a lot of

the folks Mitch works with, which is that there are so very many people who are eager to meet and have conversations

with him, as well as contribute their thoughts and provide advice. I want to do my best to make sure that those volumes of requests are met with the best answers we can possibly provide. Mitch gets far more requests for meetings and his time than

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—DelSanto

he could possibly accommodate, and our challenge is to meet each and every one of those requests in a very open way. While it is a challenge for me and the rest of our team, it's also a huge opportunity. I am privileged to have conversations with all of these folks and correspond with them on a regular basis, and that's one of the best parts about this job.

Those outside of Purdue have such high confidence and expectations for President Daniels to be able to bring some new approaches to higher education, and many of the people who contact us have ideas about how higher education can be made more affordable or accessible to a wide range of students. Others have ideas on ways in which they can connect with Purdue, and that means we'll have an even broader opportunity for leadership in the state, national and international communities.

The internal correspondence we get has shown me — and I'm not surprised but I am reassured by this — that there is such positive intention within the Purdue community. There's an eagerness to offer students and faculty greater opportunities to learn and to do productive research, and people are thinking in very interdisciplinary ways.

Is there anything you would like to add? I'd be delighted for anyone to send me an email at gdelsant@purdue.edu or give me a call at 765-494-3010. If there are gatherings I can attend to learn more about what's happening here, I'd be honored to have those invitations.

APSAC QUESTION OF THE MONTH

WHAT NEW AND INNOVATIVE IDEAS DO YOU HAVE THAT WILL HELP PURDUE BECOME MORE EFFICIENT AND EFFECTIVE WITH ITS BUDGET?

Email your response to your APSAC representative, and your answer may be featured in May's issue of The Sentinel. Please be sure to include your name and job title.

LAST MONTH'S QUESTION: What would motivate you to participate in preventative health initiatives such as an annual physical or immunizations?

Regarding your question, I take my personal health pretty seriously, and hope that the University will incentivize good health practices, such as maintaining optimal BMI (body mass index) or some other measures. If the standard policy for the average staff member costs, say, X dollars per year, but staff knew that they would pay a lower amount by meeting some metric (such as optimal BMI) then they would have some incentive to make improvements in their lifestyle. Dis-incentives such as the smoking surcharge are of value, but we need to also create a reward system for persons who strive to take care of themselves. — *Larry Guentert, Web applications developer*

Free use of the Co-Rec, access to events (basketball tickets, performances at Elliot, etc.), not just be entered into a drawing because no one really ever wins drawings... do they? Free (monthly?) meals at a dining hall. — *Jason Fish, manager of application programming*

I do have regular physicals but I do not have annual immunizations such as flu shots. I recently got over the flu but did not have it for 6-7 years until lately. I know exactly when I got it and why. It was preventable but I did not listen to my body. I can say that my exercise and healthy eating has provided my body with plenty to generate antibodies to either prevent getting or recover from the flu, cold, etc. I live mainly a Paleo lifestyle. I reference the following site and others for Paleo information <http://www.marksdailyapple.com> It was a little difficult for this change at first but once the daily routines kicked in it became easier and then permanent. If I slipped or got off course with my newly found life change I would miss

things like fruit, veggies and fish. And I can tell the difference in how I felt and how my body reacted. — *Dan Shaw, application administrator*

My answer: I already participate in both of those. I wonder if I am the exception or part of the majority. — *Dean Brusnighan, assistive technology specialist*

Incentives help. When I first came to Purdue there was a program that included membership to the Co-Rec or Ismail, dietitian services, and exercise advice as well as weekly coaching. The meetings were over the lunch time that I attended. It was a very comprehensive approach, which I personally thought worked well. It was a free 12- or 16- week program if I recall correctly. I do think that there was a monetary incentive tied to completing the program also. Personally I do get my annual physical and my immunizations are up-to-date. I always have. — *Nancy Davis, global support specialist*

It would be nice to have some initiatives that take advantage of the new Co-Rec. Workout groups or people who want to play sports together would be neat. — *Kevin O'Shea, educational technologist*

I suppose somebody may suggest 'ticket' incentives — basketball, football, etc. — but that wouldn't appeal to a lot of people. Perhaps tickets to Convocations shows might increase interest among people who aren't sports fans. Personally I really liked it when we received a voucher which reimbursed us for stuff like jogging shoes, gym memberships, exercise equipment, etc. Discounted and/or free parking might entice some people. What about an extra vacation day (or even a half-day)? — *Douglas White,*

senior database administrator

A good incentive for me to get an annual physical would be a free, or heavily discounted, membership to the Co-Rec. — *Phil Conrad, information specialist*

Giving me money (preventative health initiatives would probably save Purdue money) and more time off (preventative health initiatives might decrease sick leave time). (I was shocked to see so many people during a recent ECN staff meeting who indicated they didn't get free flu shots.) — *Mark Senn, ECN systems programmer*

I personally already am compliant with the preventive services listed. As part of the Purdue Healthcare Advisors team, we coach health care providers into pursuing the Patient Centered Medical Home model, which provides more comprehensive and proactive patient management. As we see the adoption of this model increase due to the payment shift for quality care I think we will see compliance improve. — *Susan Clark, project manager*

Knowing what is available and when. Also reminders seem to help. — *Donna Young, administrative assistant*

I recently visited the new Center for Healthy Living and feel we're going in the right direction for reducing health care costs. While there I meant to ask if there is any intent down the road to include a pharmacy. By even offering formulary drugs free of charge would be beneficial. Perhaps we already receive the lowest costs to these type drugs. My husband is a TSC employee. They recently opened a clinic and their formulary drugs are free to employees at their in-house pharmacy. As it was mentioned in your article, this could

formulary drugs free of charge would be beneficial. Perhaps we already receive the lowest costs to these type drugs. My husband is a TSC employee. They recently opened a clinic and their formulary drugs are free to employees at their in-house pharmacy. As it was mentioned in your article, this could help encourage individuals to maintain drug usage and reduce additional costs to both them and Purdue. — *Fara Stalker, business manager in the College of Liberal Arts*

In the more distant past we received incentives for participating in health screenings. At one time, the incentive was a \$30 voucher that could be used for athletic shoes, exercise videos, club membership, etc. More recently we had the opportunity to earn 'apples' that helped employees gain a significant reduction in health care premiums the next year. That particular year, FORD dining court had nearly 100 percent participation. In the past couple of years, under different university direction, no incentives were offered. Participation in the health screenings at FORD dropped to 7 percent this year. To me this is a substantial change directly caused

by dropping the incentive. Personally, I would be motivated by either a reduction in healthcare premiums, or a voucher for health-related purchases for 1) attending a health screening, 2) having an annual physical, and/or 3) improving numbers (cholesterol, BMI, blood sugar, blood pressure, weight). Rather than punishing us by charging us more for not doing these things, promote better health by encouraging more participation with incentives. — *Patricia Berger, assistant dining court manager at Ford dining court*

I'd be motivated by 1) a deep discount in my fee to the Co-Rec, so keeping healthy didn't cost me (I go at least twice a week), 2) for the Center for Healthy Living to offer deep discounts on vitamins and healthy food (organic, etc.), and 3) deep discounts for a round of golf for a staff member and their guest, to keep me active at a sport I like. — *Andy Hughes, coordinator of document preparation*

It would be more of an incentive if staff could receive some sort of rewards for health initiatives such as a cash incentive similar to the one we had with the apples healthy

living programs or in coupons for discounts at local retail or restaurant locations. The cash incentive with the apples program was certainly an incentive for me and was for many of my staff who participated in that program. With the tough economic times any type of incentive tied to cash or a discount would possibly be a motivational incentive towards a program focused on healthy life styles and in the long run could benefit health care costs for the University. I was also thinking that one incentive that could be considered is a point system for healthy living initiatives that would allow staff to redeem points for meal tickets, parking passes, convo or concert tickets, or other incentives tied directly to their work environment or within the University as a whole. With escalating medical costs the importance of preventive health care activities becomes an essential part of creating healthier and happier employees with a possible benefit towards reductions of major health issues through encouraging more preventive health care assessments by our employees. — *Brian Siler, facilities manager, Hilltop Apartments*

SPOTLIGHT ON EMPLOYEE BENEFITS: HOW COVERAGE OF TREATMENT DECISIONS ARE MADE

Concerns were expressed recently about Purdue health plan coverage related to available treatment options. Specifically, a concern was raised that the plans would require an individual to forgo a more appropriate treatment in favor of a less costly one.

The Purdue Benefits staff was actively involved in reviewing the issue that raised the concern; however, it would be inappropriate to share information related to a specific situation. So, from a general viewpoint, the Purdue Benefits team would like to provide information about the way coverage decisions are made:

Generally, Purdue follows standard insurance protocols in terms of what is covered under the plans. This includes providing coverage for treatment that is allowed by most medical plans throughout the insurance industry and by Medicare, plus coverage le-

gally mandated for self-funded plans, such as Purdue's.

In addition, Purdue benchmarks against others in determining what our plans will cover and what they will exclude. We compare ourselves to both self-insured and fully-insured plans, as well as plans of other universities.

In a self-insured plan, the plan sponsor – in our case, Purdue – is responsible for all the claims and other costs of the plan. The plan's administrator (currently Cigna) processes the payments, but Purdue must provide the money to pay for the actual claims.

While containing cost is an important part of managing and administering the plans, other factors are considered when determining what the plans will cover. A significant issue is the safety of the patient. For example, is the treatment proven or is it still

considered experimental?

Purdue relies on the plan administrator to review and determine what is eligible for coverage when questions arise in individual cases. The administrator has medical staff who are responsible for establishing internal review processes and making determinations. In situations when individuals disagree with the outcome of the determination, a very specific appeals procedure in the plan allows for multiple-level appeals, even including an external review done by experts outside Cigna.

Our health plans cover treatments that are approved as medically appropriate and that are not specifically excluded from the plans. The Purdue plans have no intent to require less costly treatment options to the detriment of an employee's care and recovery.

MEET APSAC REPRESENTATIVE KIM MYERS



Area of APSAC representation: Primary Fort Wayne Representative

Current Job Title: Academic Advisor/Limited Term Lecturer

Number of years worked at Purdue: I have been with the Mastodon Advising Center for three years, and have been teaching (primarily in Communication) since 2005.

Primary job responsibilities: In my advising role, I primarily advise Crossroads (Ivy Tech to IPFW transfer) students. I also serve deciding and under prepared students in the Mastodon Advising Center. Additionally, I serve the University as a Safe Zone facilitator and curriculum developer.

Describe yourself in three words: Dedicated, organized, passionate

What's the most recent book you've read? "The Year of the Flood," by Margaret Atwood

What's the best piece of professional advice you've received, and who gave it to you? Just after finishing my M.A., I served as Communication faculty at Manchester College. I had a phenomenal mentor and friend in my department who helped me appreciate the importance of a blended developmental-appreciative approach to advising. Her mentoring led to my shift in focus from teaching (which I still enjoy) to academic advising.

What's your favorite thing about working at Purdue?

In my roles as an advisor and instructor, I value the opportunity to have a positive impact on students' lives and assist them in setting and achieving their goals.

What would people be surprised to learn about you? I foster dogs for Golden Retriever rescue (www.grrace.org) and have two rescue dogs and three cats. Sometimes, it's a bit of a zoo at my house, but well worth the chaos.

What do you think is the greatest invention in your lifetime, and why? Although the Internet was invented before my lifetime, it has developed as a household tool during my lifetime, which has had a profound impact, arguably both positively and negatively, on society. While we still have a significant number of people around the globe who lack access to technology, the Internet makes access to information (at least for those in modern democracies), less expensive and more expansive than at any point in history. The Internet also gives folks the ability to produce their own media, for good and ill, as an alternative to mainstream media. It has become a really important tool for social movements and social change.

If you could go on a road trip with anyone, living or dead, who would you go with, and where would you go? I would go on a road trip with my Uncle Pete, who passed in 2005. He was very well traveled and led such an interesting life, coming of age in the 1940s and '50s as a gay man in the United States. His experiences, struggles, and first-hand account of the early years of the LGBTQ rights movement would be fascinating to discuss.

Name one goal you would like to accomplish in the next year: I would like to read more of the books on my "waiting to be read" shelf!

EVENTS AND UPDATES FROM PURDUE UNIVERSITY'S REGIONAL CAMPUSES

IPFW's annual APSAC Auction, which took place in March, raised money for the APSAC Dependent Scholarship and Professional Development Funds.

At this year's event, 2013-Hawaii 5-0, participants donated a total of 137 donated items and helped raise \$3,469.50 for the initiative.

Names of winners of the live and online auctions may be viewed at <http://new.ipfw.edu/committees/apsac/auction/>

The Purdue University North Central Hyde Park Forum Public Speaking Contest will be Wednesday, April 17, from 6 to 8 p.m. on campus. Admission is free and open to the public.

The 30th annual Hyde Park Forum is a fun and challenging annual speaking event open to all PNC students who will present their thoughts on a variety of subjects.

A community festival, an ethnic program, a theater performance and a 5-kilometer run/walk will turn Purdue University Calumet into a buzz of activity and entertainment on Saturday, April 20.

The university Fitness Center's annual Spring Fling 5K Ramp Run/Walk at 9 a.m. kicks off the day.

Campus race day headquarters are located in the Student Union & Library; online registration is available at <http://www.purduecalumet.edu/pucraces>