



CHAIR'S CORNER



THOMAS

Over the past several days, APSAC members have heard from a massive number of staff members who are concerned about the recently announced changes to Purdue's leaves policy. I am taking this opportunity to provide some

additional background about APSAC's involvement throughout the process of this change and summarize the input we've heard from our colleagues.

A University Leaves Committee was convened in 2013 to review the structure of Purdue's leaves benefits. Beau Moore, who was APSAC chair at the time, served as a member of the Leaves Committee and encouraged APSAC members to volunteer for small focus groups tasked with providing general input about different types of leaves. Eight different focus groups were conducted in West Lafayette; one for CSSAC, one for APSAC, one for Purdue's business office, four for faculty, and one to discuss holiday pay for individuals who work different shifts and compressed workweeks (a blend of hourly and salaried workers). The regional campuses also conducted their own focus groups and provided input from their employees. Below is a breakdown of how many people participated in each meeting:

- **CSSAC – 11 attendees**
- **APSAC – 9 attendees**
- **Business Office – 19 attendees**
- **Faculty – 15 total attendees, 4 sessions**
- **Holiday Pay/Different Shifts – 8 attendees**

The consensus from the focus groups is published on [Purdue's leaves website](#), but one finding is particularly relevant to the current proposal: "Purdue should not take away any of the current leaves, and shouldn't decrease any of the time allowed."

Throughout 2014, APSAC received general updates on the leaves committee from University officers. As the new chair of APSAC, I attended the final leaves committee meeting in November of 2014, at which point I heard the full details of the committee's proposal. At the time, I considered the policy from the viewpoint of a full-time A/P staff member who doesn't use much sick time, and it didn't seem so bad. I regret that I didn't have a sufficient understanding of how the policy might affect others until recently. Still, as APSAC heard more and more details about the proposal, we readily shared input and concerns about the change. However, we were asked to keep the details of the proposal confidential, as it had not yet been approved by the Purdue administration.

At February's APSAC meeting, Trent Klingerman and Teresa Wesner provided a thorough overview of the approved policy. We had a lengthy discussion and question-and-answer session. We lauded the addition of six weeks of paid parental leave for fathers and adoptive parents and the opportunity to bank accrued vacation and sick time for current employees. We voiced concerns about remaining competitive as an institution and retaining top-notch talent. One member remarked that he liked the simplicity of the new model. Several members voiced alarm about the loss of sick time. Again, we were asked to maintain confidentiality about the change until after it was communicated to all staff.

I think it's important to point out that APSAC has no direct authority over Purdue policy. The committee was formed in 1988 to serve the University as a representative body of administrative and professional staff. It offers A/P staff a mechanism to voice their interests and concerns as they relate to campus affairs, and also enables University officers to solicit suggestions and advice when forming policies and procedures and in other matters relating to

conditions of A/P staff employment. APSAC members were not asked to vote on or endorse the leaves policy — and we did not. We simply provided our individual perspectives throughout the process based on presented information.

I have compiled the messages APSAC members have received into a single document, which is now 20 pages long, single-spaced. Many APSAC members also attended the open forum on Feb. 27, which was standing room only. We are thankful to University Senate Chairwoman Patty Hart for organizing the event, thereby enabling staff and faculty to share their thoughts. It's clear from the substantial volume of emails, phone calls, and forum attendees that many staff members have concerns about the change. One message an APSAC member received does a good job of summarizing several themes in the input we've gathered:

"My hope is that by voicing my concerns, effecting a change to this proposed policy is still possible before it goes into effect July 1, 2015. Streamline the accounting of it, absolutely, but don't penalize those of us who work very hard every day to keep this University running smoothly. We are the foundation by which the day to day business gets done, and a weakened foundation is never a good thing. Purdue is becoming less of a desirable place to seek employment, and this is a very real concern. The pool of qualified applicants will continue to dwindle if policies continue to downgrade the overall compensation package offered by the University."

Moving forward, APSAC will continue to hear your input and relay it to the administration. Our goal is to do a better job of soliciting your comments and suggestions, as they will help guide decision-makers as they consider changes to the policy. I also encourage you to attend any of the HR sessions listed on Page 2 of this newsletter. Now is the time for all of us, to the extent we can, to engage constructively in this conversation so that we can discover and move to the best outcome available, an outcome that will best serve Purdue and all of the people who work each day to make the University thrive.

LEAVES COMMITTEE TO REVIEW PLAN DESIGN, INCREASE DAYS AVAILABLE

In response to the feedback received over the last 10 days regarding the proposed changes to the leaves policy, the University Leaves Committee along with Bill Sullivan, chief financial officer and treasurer, will re-evaluate the proposed leaves plan.

Vic Lechtenberg, special assistant to the president and chair of the University Leaves Committee, said the committee sincerely believed the proposed program was well-designed and would be seen as balanced and fair. However, the tremendous amount of input received recently has made it clear that the original feedback received by the leaves committee did not provide sufficient insight.

"We truly appreciate the input from employees that we've received," Lechtenberg said. "The primary, but not only, concern we heard last week was that the number of allotted days was not adequate in the proposed plan. Thus, the number of allotted days will be increased."

Over the next week, additional focus groups are scheduled with Sullivan to gain further insight into the full range of perceptions and concerns regarding both the existing leaves policies and the proposed changes. Those sessions, which were limited to 25 to 30 people in order to enable the most candid and productive exchange of thoughts and ideas, have reached capacity.

Those who were unable to attend one of these sessions are encouraged to continue to provide feedback by emailing timeoff@purdue.edu.

In addition, the information sessions that were already scheduled will now be conducted as additional forums with Human Resources during which faculty and staff can continue to provide feedback and have their questions about leaves answered. Below is a list of the available sessions:

MARCH 2015

- Friday 3/6 from 2:00-3:15 in FREH 1-1 & 1-2
- Friday 3/13 from 10:30-11:45 in MRGN 121
- Monday 3/16 from 10:30-11:45 in ME 1061
- Wednesday 3/18 from 3:00-4:15 in BRNG 2290
- Thursday 3/19 from 10:00-11:15 in LWSN 1142
- Monday 3/23 from 10:00-11:15 in STEW 310
- Thursday 3/26 from 10:30-11:45 in STEW 218CD

APRIL 2015

- Monday 4/6 from 3:00-4:15 in FREH 1-1 & 1-2
- Thursday 4/9 from 10:30-12:00 in STEW 218AB
- Tuesday 4/14 from 10:00-11:15 in TBD
- Wednesday 4/22 from 9:30-10:45 in STEW 310

"Again, I would like to express my sincere gratitude to all faculty and staff members who have shared feedback and questions thus far and look forward to learning more through the meetings that will be held in the coming days," Lechtenberg said.

2015 WALK THE TALK AWARD NOMINATION DEADLINE EXTENDED TO MARCH 9

Faculty and staff are invited to nominate a colleague or student who "walks the talk" in his or her commitment to personal integrity and ethical practices as the University for the annual Walk the Talk Award. The deadline has been extended to noon on March 9 (EST).

The award was established in 2014 by the Office of the Vice President for Ethics and Compliance to recognize the importance of those members of the University community who exhibit the characteristics prescribed in Purdue's [Statement of Integrity and Code of Conduct](#).

Nominees should exemplify strong ethical character in their dealings with others, champion ethical practices or programs, or apply personal values in a manner that demonstrates integrity and high standards of excellence.

All faculty and staff who have been employed by the University on any campus for at least one year are eligible. Students enrolled for at least one year are also eligible for nomination.

The nomination form is available at www.purdue.edu/ethics/walkthetalk. Questions about the award or nomination process may be addressed to Debbie Luedtke, Administrative Assistant in the Office of the Vice President for Ethics and Compliance at dpmcdani@purdue.edu or by phone at 765-494-6373.

MEET APSAC REPRESENTATIVE KIM DE LEON



Area of APSAC representation: Former IPFW APSAC Representative. (Now At-Large).

Current Job Title: Business Analyst – SIS Reporting. My new position title is Business Intelligence Analyst.

Number of years worked at Purdue: 21 years at the IPFW campus, and now I work at the West Lafayette campus (effective Feb. 9, 2015).

Primary job responsibilities: Support Cognos reporting users, training, and report authoring assistance.

Describe yourself in three words: Humorous, creative, inquisitive.

What's the most recent book you've read?

A fictional romance novel by Rachel Gibson. Romances always have happy endings, my favorite kind!

What's your favorite thing about working at Purdue?

Definitely my co-workers. Many of them have turned out to be life-long friends. The educational atmosphere is more relaxed and noncompetitive. Also the variety in that no two days are the same.

What would people be surprised to learn about you? I have been making quilts since I was 19 years old. I still like to hand quilt them, but I am slowly moving into the machine quilting world. I also love '80s hair music in all its head

banging glory. You just might catch me driving around West Lafayette with the windows down, my hair flying, and Def Leppard pounding through my Honda Civic speakers.

What do you think is the greatest invention in your lifetime, and why? I remember being excited when calculators came out and how expensive they were. I think the cell phone would be my first choice as it includes computing capabilities, Internet access, telephone, camera, and typing messages for immediate delivery. So many things in such a small device. It provides a sense of safety, instant communication, and social connections.

If you could go on a road trip with anyone, living or dead, who would you go with, and where would you go? This would be a trip in three excursions. First, drive from west to east across the US with Indiana Jones, picking up a few antique treasures along the way. Second, hop on a pirate ship with Captain Jack Sparrow and sail across the Atlantic hitting a few Caribbean islands and plundering for loot on the way to England. There, James Bond would pick me up in London for an adventurous tour of Great Britain in his Aston Martin. If they can't make it, a road trip to the Grand Canyon with my husband and daughters.

Name one goal you would like to accomplish in the next year: Deciding if I look better in gold or black and becoming a productive, engaged member of the West Lafayette campus and community.

MLK DAY OF SERVICE

Several APSAC members participated in the Purdue MLK Day of Service by taking down holiday decorations at Tippecanoe Villa, an assisted living facility.



THE NEXT PHASE OF THE QUALITY OF WORK ENVIRONMENT INITIATIVE

Purdue launched a long-term initiative last spring. Its goal? To understand and improve the work environment for the more than 7,000 regular staff members on the West Lafayette campus.

The first two phases of the Quality of Work Environment Initiative (QWEI) are now complete. Phase I consisted of focus groups, and the themes from those guided the development of the survey. The themes that emerged included workload, leadership competence/supervisor support, coworker support, staff development and workplace flexibility.

Phase II involved surveying staff and analyzing their responses. More than 2,500 staff completed the survey. Results told campus leadership how employees feel about the following:

- The extent to which employees feel immersed in their work
- The extent to which employees feel they can handle the amount of work they are asked to do
- Supervisor competency in a number of leadership areas
- Fair treatment by coworkers
- Career advancement and development opportunities
- Well-being (both at work, and overall, as well as the extra demands placed on staff outside of work)

Survey results told us, generally, that West Lafayette employees were moderately satisfied with their work environment, which is good news – but there's still room for improvement to the quality of work/life.

In direct response to the survey findings, Phase III of the QWEI is ready to roll out. This includes:

- Pilot testing supervisory training initiatives focused on developing leadership proficiency and creating supportive work environments.
- Establishing programs that support balancing work and non-work responsibilities
- Creating programs focused on establishing a culture of comfort around reporting bullying and harassing behaviors
- Developing awareness-building activities focused on development opportunities for staff
- Forming programs focused on building a culture of respect and recognition among staff and supervisors

Some of these developments – including meeting with campus advisory groups to discuss development opportunities – are already underway, while others will launch shortly. Phase IV – a second survey designed to assess improvement in work environment quality – will be administered in the spring. All non-faculty staff on the West Lafayette campus will again be invited and encouraged to participate.

Dr. Ellen Kossek, Basil S. Turner Professor of Management and Research Director at the Butler Center for Leadership Excellence, and Dr. Deborah Rupp, the William C. Byham Chair in Industrial/Organizational Psychology, are heading up the initiative. Representatives from the Administrative and Professional Staff Advisory Committee, the Clerical and Service Staff Advisory Committee and Human Resources are part of the advisory committee.

If you've got questions or comments on the QWEI, send them to workqual@purdue.edu (or call 765-494-6075).

APSAC ACTION ITEMS

In an effort to better communicate the efforts of APSAC, we will begin including a standing column on APSAC's current action items.

Recent activities:

- Passed a motion to support the provision of the ABA therapy as presented to the committee in January by Dr. Steve Beaudoin.
- A/P staff survey results were analyzed and discussed.
- Reports and discussions were exchanged with Gina DelSanto, Chief of Staff for President Daniels, and Trent Klingerman, Interim Vice President for Human Resources.
- Teresa Wesner, associate director of Purdue's Benefits Service Center, presented an overview of changes to the University's Leaves policy at February's meeting.

Current foci:

- To fill 10 seats on APSAC that will become vacant in May. Applications were due Feb. 27.
- Addressing results of A/P staff survey.
- Gathering feedback on recent changes to Leaves policy
- Preparing for the Lovell Leadership Series lecture in April.

As always, your input is appreciated. If you have comments, questions, or would like to attend an APSAC meeting, contact your representative. A directory of APSAC representatives can be found on the APSAC website by clicking [here](#).

PURDUE HOUSING BEGINS NEW EXECUTIVE-IN-RESIDENCE PROGRAM

Article provided by University Residences

Purdue launched a series of campus initiatives in the fall of 2013 designed to move the world forward by improving both the quality and value of a Purdue education while amplifying the effect that Boilermakers and alumni have on the global community.

Within the "Purdue Moves" campaign is a directive to enhance the proven academic benefits of living on campus while increasing the access to such opportunities. To address this, Housing Services started by lowering the cost of room and board for students and have begun building additional campus housing, with a goal of adding 3,000 new beds so that half of the student body can live in University Residences.

The first of the new residence halls opened in Fall 2014, and it is our foremost example of aligning housing with academics. Third Street Suites helps bridge the gap between living and learning with classroom space, study rooms big enough for group projects, and faculty offices just steps away from students' rooms. As we develop new facilities and update existing units, we strive to academicize, not amenitize, our space in order to foster development on all corners of campus.

To further enhance the educational value of our residential space, we have developed an executive-in-residence model to provide outstanding professionals with ties to the university a unique opportunity to develop personal relationships with current students and help shape the next generation of Boilermaker leaders.

The executive-in-residence participates in scheduled seminars, receptions and other events as well as informal meals and programs with students. They see students for one-on-one counsel, lending professional expertise to students trying to navigate various fields of study and make their own impact on the world.

The executive-in-residence apartment is a fully-furnished space in the new Third Street Suites residence hall, which hosts one live-in professional and his or her family for a week or more at a time. The executive and family are each given a full meal plan for use in Purdue's award-winning dining courts. A 100-seat classroom just steps away from the apartment serves as a meeting space for both formal and informal encounters with students.

The executive-in-residence program helps set the tenor of scholarship in University Residences and provides an invaluable resource to our residents. The collaboration of current students with professional industry leaders helps cement the university's footprint as a pioneer in education and provides executives with a front row seat to the future of Purdue.

Recent participants

Rusty Rueff (pictured below in the back, center), a distinguished Purdue University alum and benefactor of the Patti and Rusty Rueff School of Visual and Performing Arts, became the first Executive in Residence for University Residences in October. While on campus for other engagements, Rusty offered his free time to interact with students living in University Residences on a more personal level. Rusty participated in a service project with student leaders, several meals with residents along with offering a number of speaking topics.

