Hello, dear colleagues,

Last week, I had the pleasure of attending the outstanding Hadley lecture by Kathy Nim-mer, 2015 Indiana Teacher of the Year, who spoke about overcoming what seems impossible. After permanently losing her sight during childhood, Kathy endured many challenges and setbacks. However, after she realized that she could succeed by approaching her challenges in a unique way, her efforts led her to become a champion teenage gymnast, an inspiring speaker, an outstanding high school teacher, and eventually the 2015 Indiana Teacher of the Year. Through her amazing gift for story-telling, Kathy shared the power of forming a positive mindset, and she revealed that you really can redefine yourself using words, ideas, and feelings that were never used to define you before. A record of her excellent presentation is available at https://youtu.be/BoTItkesw2LY.

In other news, this month APSAC is sifting through applications for our various competitive opportunities. The Professional Development subcommittee is reviewing grant applications. The Compensation and Benefits sub-committee is soliciting nominations for the APSAC Excellence Award. The Membership and Communications subcommittee is interviewing applicants for open positions on APSAC. If you didn’t apply for one of these opportunities, or if you did apply but were not selected, please consider applying in the future. We usually have more great applicants than we can accommodate each year, so don’t give up!

On March 14, APSAC convened with CSSAC, the Clerical/Service Staff Advisory Committee, for a joint meeting. We formed breakout groups to discuss opportunities to improve various parts of the total work experience. For example, we will be purging ways to make it easier to take advantage of discounts and perks available to employees. We will discuss how to encourage a culture of professional development. We are studying ways to improve traffic flow on and near campus; one way that you could help with this is to encourage your employees, as appropriate, to work from home occasionally and to utilize flexible arrival and departure times.

As always, your APSAC members are eager to hear your feedback and ideas, so please feel free to share. Thank you for all that you do for Purdue.

Regards,

Sam Guffey

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CONSTRUCTION UNDERWAY; CLOSURES BEGIN FOR STATE STREET PROJECT

Some traffic restrictions are in place and more begin soon for the State Street Redevelopment Project. As highlighted in the 2017 vehicular traffic plan, the following roadways will be affected during the April 1 to May 14 time frame:

- State Street between Airport/McCormick Road and University Street will be closed to traffic.
- McCutcheon Drive, MacArthur Drive, North Russell Street (south of 1st Street), Waldron Street (south of 1st Street) and South Russell Street will be local access only.
- Marsteller Street will be closed to traffic.
- State Street between Littleton Street and the Wabash River Bridge will be open to traffic with lane restrictions in place.
- Portions of Tapawingo Drive to the north and south of State Street will be closed to traffic.
- Additionally, intermittent preparatory work will take place along State Street between U.S. 231 and Tapawingo Drive, which could result in brief lane restrictions.

Pedestrians, bicyclists and motorists should obey all posted signs and use caution while traveling in these areas.

To help the community navigate the upcoming State Street Redevelopment Project work, an interactive construction map is available on www.statestreetwl.com. The map is currently set to show the conditions as of the start of construction. Once construction is underway, the map will be reviewed weekly and updated as appropriate. Each highlighted section of the map can be selected to learn more about work duration, scope and travel impacts.

Also available on www.statestreetwl.com are access routes to campus and West Lafayette and the vehicular traffic plan — updated as of March 30 after its initial release in December. The vehicular traffic plan highlights major traffic impacts through the end of November.

Pedestrians and bicyclists navigating campus should use the north/south vehicular access routes (e.g., Airport/McCormick Road, Martin Jischke Drive, North and South University Street, and Grant Street). Signs and fencing will be posted to help route pedestrians and bicyclists.

The community is encouraged to regularly visit www.statestreetwl.com throughout the project for up-to-date information. Sign up for Nixle alerts by texting the West Lafayette zip code, 47906, to 888777 or by selecting "Alerts" on www.statestreetwl.com.
As the Business Process Reengineering (BPR) team moves forward, momentum has picked up during the design phase of the transformation projects currently underway. As one stop in the continuous improvement cycle, the design phase – in short – provides the means to streamline, simplify, organize, and automate business processes across the university.

In order to achieve a successful roadmap to those actions, in-depth information is obtained during the design phase. Since the design phase kicked off in November 2016, the BPR team has been and continues to work tirelessly so they can – at the end of this phase – recommend an updated process flow, create the process design document and acknowledge (other) processes, policies or current best practices that will change as a result of the overall transformation.

In order to achieve those outcomes, the design phase itself takes a phased approach to its success where each phase supports the next one. The four phases are:

Prepare – Team members gather and understand requirements, deliverables and activities associated with each process that has been identified for redesign.

Conduct – A multitude of workshops are held that bring subject matter experts from across the Purdue campuses together with the project team to review, analyze, redesign and discuss the flow of each project according to business requirements and enabling technology.

Document – Results from the workshops will ultimately be documented in the Process Design Document which will contain information regarding process flow and roles; action items and resolutions; design decisions; process decisions; prototype and reporting requirements; policy change recommendations; training; and communication and change management plans.

Validate (Playback) – The final phase in the design phase provides the opportunity to review the recommend processes with the original workshop attendees, stakeholders who will be affected by the redesigned process and the other project teams when applicable.

Frequently Asked Questions about the design phase

Q: Who attends the workshops?
A: 1. Project team members, often including a training, reporting and/or technology specialist.
   2. Subject matter experts – identified by leadership across campus from their specific areas.

Q: How long do workshops last?
A: Workshops cover an extensive amount of ground in regards to each process being reviewed, from discussing and identifying current pain points to reviewing the ‘to-be’ process. Participation from all involved is also key. Each attendee brings experience from their area and helps identify what are value-added steps and what are not. It takes time to re-think how business could be done better. Therefore, in order to ensure appropriate time for discussion, some workshops are scheduled up to four hours.

Q: What if something is missed in the design phase?
A: Continuous improvement is a cycle. Design is just one phase of the overall transformation; teams will continue to analyze processes throughout the project.

Q: Where can I find more information about what has occurred so far with each project?
A: Additional design information regarding each project is available for review at the links below:

General Ledger (Transforming Finance) Design Phase Documentation
Human Capital Management (Transforming People Processes) Design Phase Documentation
Enterprise Asset Management (Transforming Asset Management Processes) Design Phase Documentation

As the projects move forward, the BPR team will continue to share information and update faculty and staff.

Additional information:

Explore the Business Process Reengineering website for an overview of the BPR project as a whole as well as information on each transformation project underway.

View the BPR presentations and publications, including the workshops used during the design phase of the projects.

See the December 2016 HR Connect article - BPR: A journey in business, personal transformation

Email the BPR team.

RELOCATIONS FROM FREEHAFER HALL TO BEGAN MARCH 10

Beginning March 10 and continuing through the end of April, departments and services that are currently located in Freehafer Hall will move to different facilities in preparation for Freehafer’s demolition in conjunction with the State Street Redevelopment Project. An overview of the timelines, locations and related service continuation information is available in a recent Purdue Today article.
HADLEY SERIES TALK BY NIMMER AVAILABLE ONLINE

The presentation by teacher Kathy Nimmer in the annual Richard A. Hadley APSAC Professional Development Series has been posted online and is available for viewing. The event sponsor, the Professional Development subcommittee of APSAC, the Administrative and Professional Staff Advisory Committee, has announced that the video is at https://youtu.be/BoTlkesw2LY.

Ms. Kathy Nimmer, 2015 Indiana Teacher of the Year.

PURDUE TO HOLD TUITION FLAT THROUGH 2018-2019

Purdue University President Mitch Daniels announced March 20, that the university will hold tuition at 2012 levels through the 2018-19 academic year, ensuring that four graduating classes will have gone through Purdue without ever experiencing a tuition increase and marking the sixth straight year of flat tuition after 36 years of increases. In addition, Daniels announced that the university will offer a 2.5 percent merit raise pool for employees for 2017.

“A careful review of our finances with CFO Bill Sullivan and the Board of Trustees has convinced us that we can continue our policy of tuition restraint while maintaining competitive compensation levels and an aggressive program of investment in teaching and research,” Daniels said. “Through the cooperation of units and individual leaders all over campus, Purdue students and their families will pay less to attend Purdue in 2019 than they did in 2012. We’re unaware of any other American university that can make that statement.”

Daniels’ announcement means tuition and fees through 2018-19 will remain at 2012-13 levels with resident students paying $10,002, out-of-state students paying $28,804 and international students paying $30,804. In addition to tuition and fees, with the approved 2017-2018 rates, room and board costs continue to be at or lower than 2012-13 levels. During this time, Purdue dropped from having the second-highest rates in the Big Ten to the third-lowest for room and board.

Lower costs combined with added communication and education about debt have also helped lead to a decrease of 30 percent in Purdue student borrowing since 2012, a stark contrast to the national scene, where, since 2010, Americans have held more student debt than any other form of debt except home mortgages. Purdue’s student loan default rate, too, is far lower than the national average with Purdue at 1 percent three years after graduation compared with the national average of 7.6 percent.

Daniels said that while affordability and protecting the budgets of students and their families continues to be the central priority, investing in the university’s missions and in its employees is a similarly important goal. Through larger enrollments, attention to efficiency, successful fundraising and increased sponsored research, Purdue has been able to launch a host of major initiatives. Examples include $250 million over five years for life sciences research, $150 million for engineering expansion, $26 million in scholarship funding for 2015-17 and $11 million to support international studies. The 2.5 percent merit raise pool for 2017 follows the 2.5 percent pool for 2016 and 3.5 percent in 2015.

ADDITIONAL FACTS ON AFFORDABILITY
* Purdue in-state tuition would be more than $1,000 per year higher if the university had raised its rates at the national average.
* As a result of flat tuition since 2012, Purdue students and their families have saved more than $226 million that they would otherwise have had to spend on their educational expenses.
* Nationally, the amount of federal student loans in default at the end of 2016 increased 14 percent from 2015 to $137 billion; and 1.1 million federal loan borrowers defaulted. Nearly 2.5 million borrowers were delinquent over the past two years.

ADDITIONAL FACTS ON INVESTMENT
* $5 million was invested in order to offer basic dental insurance at no cost to Purdue employees in 2016 and 2017.
* An additional $2.7 million was invested to add coverage for autism treatment in the 2016 and 2017 employee health plans.
* $21.3 million was invested to establish the Purdue Polytechnic Institute.
* $7.2 million was invested to help professors transform courses from traditional to active learning classrooms.

Nimmer, the 2015 Indiana Teacher of the Year, spoke March 8 on “Overcoming What Seems Impossible: Changing Mindset and Attitude to Restart When Difficulties Arise.” She teaches English and creative writing at Harrison High School in Tippecanoe County. In her talk, she recounted the attitudinal factors that helped her change from being a blind teacher who was floundering to a blind teacher who successfully engages and inspires her students.

More about the Hadley series is here.