



ADMINISTRATIVE & PROFESSIONAL STAFF
ADVISORY COMMITTEE

Executive Summary & Annual Report

2016-2017

Submitted by Sam Guffey – APSAC Chair 2016-2017

June 29, 2017

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Executive Summary – submitted by Sam Guffey, APSAC Chair 2016-2017

Purpose:

Since 1988, APSAC has been a partner of the administration to improve Purdue University with respect to staff well-being.

According to *Policy V.B.2 [revised 2011]*, “It is Purdue’s policy to solicit and carefully consider suggestions and advice from staff when forming University policies and procedures and in other matters relating to the terms and conditions of staff employment.”

APSAC acts as a sounding board to give feedback on administrators’ proposals. APSAC considers matters from staff and provides recommendations to the administration. APSAC facilitates communication between staff and senior administrators.

Reporting period: January 1-December 31, 2016. Some more recent highlights have been included. In January 2016, the APSAC Chair was Joy May and the vice chair was Sam Guffey. From June 1, 2016, to June 1, 2017, the Chair was Sam Guffey and the vice chair was Loran Parker.

Major topics:

- Unification of Purdue Northwest
- Proposed changes to the federal FLSA
- Division of the Fort Wayne campus
- Search for a new Vice President for HR

Goals for the 2016-17 year were: [Outcomes bulleted]

- I. Publicize existing benefits, perks, and professional development opportunities.
 - Resource Fair event was bigger than ever—625 attendees, 46 exhibitors.
 - Kevin Vedder [Organizational Effectiveness] presented to APSAC/CSSAC joint meeting.
 - Vedder to meet w/APSAC & CSSAC 3x/year.
 - Organizational Effectiveness featured in APSAC newsletter, *The Sentinel*.
 - Lovell Leadership & Hadley Professional Development Lectures reached 395+ people.
 - Live streaming increased reach, including to regional campuses.
 - Explained process for rating APSAC professional development grant applications.
 - Professional Development grants awarded to 36 of 114 applicants.
- II. Support staff and supervisors affected by changes to the Fair Labor Standards Act.
 - Summarized feedback from 70+ employees into a graphic and a letter.
 - Provided official recommendation to the Office of the President and the VP for HR.
 - Action by the federal government paused this topic until July 2017.
- III. Increase the efficiency and effectiveness of APSAC
 - Remodeled www.purdue.edu/APSAC .
 - Revised APSAC Operating Procedures.
 - Initiated revision of APSAC Strategic Plan (ongoing).

Other notable accomplishments:

- Our staff newsletter, *The Sentinel*, was issued in 7 of 12 months.
- Conducted survey RE: tobacco use, [880 responses] reported to the Office of the President.
- Provided feedback RE: proposed changes to medical/dental and parental leave benefits.
- Engaged the leaders of the University Senate on several joint issues.
 - Tobacco, equity and diversity, compensation and benefits, FLSA.
- Presented the Board of Trustees an overview of APSAC and CSSAC.

In addition, we have been pleased to have both the President's Chief of Staff [Dr. Gina DeSanto] and the Vice President for Human Resources [formerly Trent Klingerman, now Denny Darrow] join our monthly meetings. We are honest with them and they are open and engaged with us. We ask hard questions and present challenging feedback. It is a pleasure to work with them, and their continued engagement is a major boon to APSAC's effectiveness and value to Purdue.

Looking forward:

Two enterprise environmental factors are highly influential in a large university like Purdue.

- 1) Fostering an inclusive environment that eschews "us versus them" thinking.
- 2) Encouraging clear and frank communication so that opportunities aren't lost to fear of speaking up.

Increased transparency and engagement between administrators, staff, and faculty tends to create benefits in both the short and long term. APSAC facilitates this communication and strives to help foster a culture of communication and cooperation in good faith.

Annual Report

Full Committee Report – submitted by Sam Guffey, APSAC Chair 2016-2017

Since 1988, APSAC has been a partner of the administration to improve Purdue University with respect to staff well-being. According to Policy V.B.2 [revised 2011], “It is Purdue’s policy to solicit and carefully consider suggestions and advice from staff when forming University policies and procedures and in other matters relating to the terms and conditions of staff employment.”

APSAC’s discussions, resolutions, and communications benefit staff and the mission of the University. By combining our brainpower and sharing our experiences across this diverse group from throughout the West Lafayette campus and the entire Purdue system, we see patterns and devise creative solutions that a lone office could never realize. Not only does APSAC constitute a representative group of administrative and professional staff available to give feedback on proposals, but members also reach out to their areas to share information and begin to effect change. As a sample of the ~5,000 administrative and professional staff at Purdue, APSAC comprises 25-30 voting members: 22 selected from across 11 groups that span all areas of the West Lafayette campus, one from each regional campus site, and up to five members-at-large.

As an advisory committee, APSAC meets monthly to discuss and make recommendations on issues that are important to administrative and professional staff. Much of the committee’s work is completed through our subcommittees of Membership and Communications, Compensation and Benefits, and Professional Development. During our 2016-2017 year, APSAC served on 20 University committees, task forces, and focus groups. Reports from APSAC subcommittees and from University committees can be found below this Full Committee Report.

The official reporting period is January 1-December 31. However, recent highlights have been included. In January 2016, the APSAC Chair was Joy May and the vice chair was Sam Guffey. From June 2016-May 2017, the Chair was Sam Guffey and the vice chair was Loran Parker.

APSAC’s ongoing focus is to provide better service to staff through increased communications, increased visibility, and proactive action on issues that are important to administrative and professional staff and the University. Toward this end, we have:

- Continued our monthly email newsletter, *The Sentinel*.
- Promoted and sponsored professional development and self-improvement programs and surveyed colleagues for feedback. Some of these were provided as a streaming option to employees as well.
- Welcomed newly hired A/P staff members with personalized welcome letters, contact information, and a small gift.

- Created software solutions to simplify administration of APSAC's competitive Excellence Award and professional development grants.
- Conferred with Office of Institutional Equity, VP for Ethics and Compliance, and VP for HR regarding responsibilities of supervisors and best practices for hiring staff. Suggested the creation of an HR news article to clarify responsibilities and expectations to harmonize practices across units.
- Presented the Board of Trustees an overview of APSAC and CSSAC.
- Presented an overview of APSAC to the Purdue Academic Advisors Association.
- Awarded the Community Spirit Award to Lindsey Payne, College of Engineering.
- Awarded the 2016 APSAC Excellence Award to Barry Delks, College of Agriculture.
- Invited several guest speakers to present current issues for APSAC consideration
 - Gina DeSanto
 - Trent Klingerman
 - Denny Darrow
 - Bill Sullivan
 - Adedayo Adeniyi – Purdue Career Development Portal
 - Pam Nesbitt – Follow up on Quality of Work Environment Initiative survey
 - Kevin Vedder – What is Organizational Effectiveness?
 - Cara Geise — Ever True Campaign
 - Melissa Johnson — University Budget 2016-2017
 - Darrel Castricone — Job Families
 - Tim Werth – Business Process Reengineering

Ongoing priorities for APSAC include:

- Adjusting the medical insurance premium tiers.
- Pursuing a shared goal identified w/CSSAC: guaranteed access to paid time for professional development activities.
- Ensuring a continued partnership with CSSAC and the University Senate.
- Ensuring the continuation of the APSAC/CSSAC/PURA annual memorial service each May.
- Increasing the frequency and usefulness of communication with colleagues.

At the April 2017 meeting, Brittany Vale was elected APSAC Vice Chair for 2017-2018.

Dr. Loran Parker will become APSAC Chair on June 1, 2017. During the next year, APSAC leadership hopes to focus on leveraging ongoing partnerships with faculty, administration, and staff at Purdue affiliated institutions to create more opportunities for staff to contribute their considerable experiences and knowledge to enhance the university communities.

This July, APSAC will visit the Fort Wayne campus to connect with colleagues and experience the transitioning environment there.

Subcommittee Reports

The following key accomplishments of each subcommittee were the result of hard work and thoughtful implementation.

Compensation & Benefits - submitted by Mary Ann Prah, Subcommittee Chair

Goals:

- Continue to Grow the Resource Fair
- Create a more user friendly on-line nomination process for the Excellence Award
- Bring more information on employee benefits to groups and write Sentinel articles

Accomplishments:

Resource Fair:

- 625 attendees—highest number on record
- 46 vendors
- Flu vaccines-250 administered
- Cholesterol screening—116
- Drug take back (first time)—11 people donated 150 bottles of medicine
- Door Prizes were given away provided by vendors
- Attached are responses from our surveys of the Fair

Excellence Award:

- 2016 award presented to Barry Delks, Coordinator of Career Services, Animal Sciences
- New nomination process is in place for 2017
 - Framework developed by CGT students
 - Mike Hill provided the coding
 - We will acquire feedback and make adjustments of the process in April

Employee Benefits presenters to our sub-committee:

- Kamal Singh from CHL (Sept)
- Trent Klingerman from HR (Sept)
- Candace Shaffer from HR (Oct)
- Andy March from Fidelity (Dec)
- Denny Darrow from HR (March)
- We did not get any articles written for the Sentinel

Professional Development - submitted by Tiffany Weatherford, Subcommittee Chair

Accomplishments:

The Professional Development Subcommittee started the year with the Richard A. Hadley Lecture on March 1, 2016. Michelle Gladieux, a former Boilermaker and president of Gladieux Consulting, presented “Presence and Productivity: Pursuing Work-Life Balance”. There were 100 in attendance and it was streamed live to an additional 183 viewers from the Purdue West Lafayette and the Regional Campuses. When the attendees were surveyed (72 responded), 97% felt that the presentation was excellent or met their expectations.

The Professional Development Subcommittee presented Pandit Dasa for the Fall 2016 Lovell Leadership Lecture Series on October 4, 2016. Dasa is a respected emotional wellness expert, speaker, psychotherapist, educator and international best-selling author (*The Urban Monk*). Dasa presented a 90 minute lecture titled “The Principles of Mindful Leadership”. There were 112 in attendance and it was streamed live to Purdue West Lafayette and the Regional Campuses. Attendee names were not tracked, so a satisfaction survey was not conducted.

The Professional Development Subcommittee had a professional development opportunity for APSAC members scheduled for the last hour of the April 13, 2016 meeting, but the activity was canceled the day of due to facilitator absence. A second opportunity was to be conducted the last hour of the November 9, 2016 meeting, but after exhausting all resources a facilitator was unable to be secured.

Administrative and Professional – Professional Development Grants up to \$750

Spring 2016 Grant Application data:

113 Total applications 12 grants awarded Total awarded - \$7,785

Fall 2016 Grant Application data:

101 Total applications 24 Grants awarded Total awarded - \$14,627*

**We were able to increase the Fall 2016 term awards significantly due to excess funds in the account from unclaimed past awards. This was a one-time increase in total number of awards and is not expected to happen regularly.*

Membership and Communications - submitted by Brittany Vale, Subcommittee Vice Chair

Goals:

- Goal 1: Improve newsletter (*The Sentinel*) process, content, and schedule
- Goal 2: Delegate the tasks of the committee, (i.e. *The Sentinel*, welcome letters, web site) to various members so that the tasks do not fall to one person or two

Accomplishments:

- Regarding stated goals
 - There were some issues with newer members getting InDesign software on their computers, so Microsoft Publisher was established as an interim medium for *The Sentinel*.
 - Committee is still exploring other options for the medium
 - Committee to create a timeline just for the process of publishing *The Sentinel*
 - Goal to publish by the 3rd Wednesday of every month
 - With recent membership changes to our committee in 2016, tasks have been recently re-delegated to remaining team.
- Delegation of Roles for MAC
 - Delegated each major task to one or two primary representatives
- Membership
 - The spring 2016 Membership Search included 4 open positions in 3 areas. The term of service is three years (June 1, 2016 until May 31, 2019). Announcements were sent out in *Purdue Today*, a letter to the deans and department heads was mailed, and a letter was sent out to A/P staff. Also communicated through *The Sentinel*. The application itself was through Qualtrics. 18 applications were received. In addition to filling the existing open positions, one (1) at-large member was brought on as well.
 - Membership drive for new members coming in 2017 are underway
 - Will set terms of new members so that ~1/3 of APSAC replaced each year.
- Community Spirit Award
 - We had a total of 7 nominations for the 2016 Community Spirit Award
 - MAC met with CCSAC Professional Development subcommittee to review nomination forms and to determine a winner.
 - Dr. Lindsey Payne from Engineering was announced the winner. She volunteers for the Wabash River Enhancement Corporation. She has been volunteering for this corporation for the last 7 years.
 - Award was presented by VP Denny Darrow in January 2017 at the CCSAC full meeting at Freehafer. Dr. Payne's entire department here at Purdue came to support her at this award presentation.
 - Stories of this presentation appeared in *Purdue Today* and *The Sentinel*.

University Committee Reports

APSAC members serve on several other committees throughout the University. These members provide their personal perspective, reports to APSAC, and an opportunity for APSAC members to give feedback on topics under consideration.

University Senate Faculty Compensation & Benefits Committee

Committee Chair: Susan South

- From Candace Shaffer from HR Benefits:
 - Beginning the 2018 process now
 - Next moves
 - Wellness beyond preventative care
 - Chronic illness-what tools do you have?
 - HSA vs Healthcare plan
 - 75 % of people are in the HSA1 or HSA2 plans
- Committee wants
 - To review claims & see what claims were rejected
 - Dollar value of rejected claims
 - Number of claims resolved
 - To be more involved in the 2018 process of benefits
 - HR should provide a detailed calendar of meetings
 - When decisions need to be made
 - Deadlines for feedback
 - Can we frontload the HSA?
 - Turnover at university is ~10%
 - What is the salary distribution of different plans?
 - Does HR do benchmarking with other schools yearly? Big 10?
 - Can people forego part of their benefits for a reduced cost?
 - Need to look at the costs for the different tiers
 - Can there be a sliding scale?

Campus Safety Relations Committee, now called Community Safety Relations Committee

The committee's charge is to work to make the campus safe for students, staff, faculty and visitors.

Hate and Bias Reporting

John Cox, police chief, discussed hate and bias reporting process. Currently at Purdue, an online system tracks reported cases. There are generally 25-30 reports during an academic year. Cox notes that something that we lack a follow-up working group that would assess the need and actions for follow-up after the incident is assessed.

Issues to address:

- *How do we coordinate services?
- *How do we make it visible to students, faculty, and staff?
- *How do we gather data we can use for proactive action – crafting messages about what we are doing, what is working, how we are helping?

Goals and desired outcomes

- Expand blue lights to the Village and South Chauncey areas
- Develop system for systematic reporting and follow-through
- Conduct survey to see how people feel about safety and if they know where to go for safety and security resources
- Develop a measurement method to know whether there is progress
- Future meetings as mini-town halls at cultural centers with different hosts for meetings. Discuss: What is most important for public safety? As a student of color, LGBT, international student, etc., what do you consider most important?

Final version of the mission statement the committee agreed upon 01/11/2017:

To assess and represent the safety concerns of the Purdue community.

The Committee will:

1. Listen to members of the community from various backgrounds.
2. Propose policy changes and strategic action to administration, campus leaders, and entities involved in public health and safety
3. Educate and engage all levels of the campus community in an effort to promote a safe and equitable campus climate.

Healthy Boiler Committee

The Healthy Boiler Committee was created to answer some of the challenges of the Center for Healthy Living and the Purdue University Student Health Center. Purdue hired LHD Benefits Advisors to take an in depth look at the operations of both the Center for Healthy Living (CHL) and the Purdue University Student Health Center (PUSH).

Some of the committee's charges for CHL were to look at the operational and contractual obligations of Premise Health, to determine how Premise could increase visit availability, extend hours for employee convenience, increase same day visit opportunities. All in all, Premise was not meeting contractual obligations, and helping the University with cost effectiveness. LHD worked to renegotiate the contract that was initially set up between Purdue and Premise, gave Premise the guidelines they needed to meet in order to extend the contract, and gave them an extension to give them time to increase their effectiveness. While Premise improved in a few

areas, most areas showed little to no improvement. After sending out a request for proposals, One to One Health has been selected to replace Premise on July 1, 2017. This will help the University save \$255,400, and will give CHL the change to focus more on enhanced personal healthcare, like wellness programs, annual screenings, and disease management.

The Purdue University Student Health Center has seen a lot of change since the inception of this committee. The physical space set up was completely reorganized to accommodate faster visits, and to increase the availability of same day appointments. PUSH has been able to turn away fewer students, increase the total number of student visits, increase provider capacity, and increase students overall satisfaction with the Health Center. Visit volume is up 16% and provider capacity is up 25%. There was also a \$25 “no show” fee implemented in the recent future to try to discourage students from missing their appointment. This fee has been accepted with minimal complaints.

APSAC has been a key part of this committee by offering insight into the details of some employees’ lives that might not be considered when talking to faculty or those closer to the project. We have been able to give valuable feedback that might be pertinent to the financial ramifications of choices that might be made by administration. The committee will continue to look for ways to improve the Purdue community’s health options, and APSAC looks forward to continuing to provide valuable feedback on behalf of staff.

College of Engineering Dean’s Staff Advisory Council

Met twice during 2016. Both meetings were to discuss staff retention in the College of Engineering. Brenda Coulson provided data. Highlights from one of the meetings were:

- Staff turnover is the highest for clerical staff. Since FY 12, the turnover rate has been 9.9%, 12.8%, 13.5%, and 15.8%. While turnover has been increasing each year, the University’s turnover has been higher in that category for each of those years.
- The top two reasons for leaving the College: Career Opportunities and Personal Reasons
- The data only represents those individuals leaving the University, it does not reflect transfers to other units outside of Engineering.
- Another concerning trend: since FY 12, the number of staff employees who leave the College after working here less than 3 years: 30%, 34%, 40%, 28%

University Policies Committee

The University Policies Committee met in January, June, August, October 2016 and March 2017.

Procedures Reviewed

Procedure for Documenting Effort on Sponsored projects
Operating Procedures for Gifts, Gratuities and Recognition
Operating Procedures for Responding to Requests for University Records
Operating Procedures for Special Merit Pay
Operating Vehicles and the Driver Approval and Liability Coverage Procedures
Operating Procedures for Lecturer Appointments
Operating Procedures for Residence Classification of Students

Policies Reviewed

Gifts, Gratuities and Recognition III. B.

Charitable Donations II. B. 2.

Effort Reporting II. C. 1.

Access to Student Education Records VIII.A.4

Use of Vehicles for University Business IV.A.1

New Policy on Information Security and Privacy VII.B.8. IT representatives provided the committee with background information. The policy combines language from three existing policies without eliminating or changing, it provides for development of an Information Security and Privacy Program, which is based on benchmarking of peers, and follows the National Institute of Standards and Technology and has been more than a year in making with input from all campuses. The committee agreed to recommend the policy to move forward.

Terms and Conditions of Employment of Lecturers VI.F.4. Vetting the issue of CL percentage limits would need to include getting feedback from IPFW and PNW senates and an endorsement from the University Senate.

Residence Classification of Students for Tuition Purposes II.D.1. Significant updates were made to this policy including: 1) moved the specific provisions for determining residence classification into the Statement of Policy and added provisions for Students whose Parents or Legal Guardians are divorced, 2) moved language about adequate information into the Statement of Policy, 3) added responsibilities for the Dean of the College of Pharmacy and for Students, 4) merged responsibilities for deans and directors of admissions under the Office of Admissions, 5) replaced definition for Emancipated with definition for Independent, and 6) removed the procedures to a separate document.

Spring Fling Coordinating Committee

APSAC Staff Responsibilities:

- Assist with general committee duties
- Assemble prize bags for bingo
- Staff bingo throughout Spring Fling

Details:

- Mary Ann Prah circulated a doodle poll for APSAC volunteers
- 10 volunteers were requested, staggered from 11pm-3pm on the day of Spring Fling
- Over two hundred prize bags were assembled
- Lenny Seidel was the bingo caller

Suggestions for Future:

- Lenny requested a 6' table with two chairs at the front of the room for the caller and assistant

University Senate

APSAC has two (non-voting) advisors to the University Senate. These two advisors, Dr. Loran Carleton Parker and Ms. Caren Archer also serve as (voting) advisors to two of the standing committees of the University Senate. These advisors serve as a conduit for communication between APSAC and the University Senate—providing reports of senate activity and discussions to APSAC and providing information to the full senate when appropriate. The above named individuals have been elected for three-year terms. In addition, the primary mechanism for interaction between APSAC and the senate is through the APSAC Chair and the APSAC Vice Chair. The Vice Chair normally attends full meetings of the senate, and the Chair normally attends the private meetings of the Senate Advisory Committee.

During the 16-17 academic year, Dr. Parker served on the Equity and Diversity Committee (a standing committee of the University Senate). During this time, Dr. Parker worked with the committee to:

- Amend Senate Resolution 15-19: Enhancing Faculty and Staff Recruitment and Retention to include non-faculty staff by
 - Aligning the document with the work of the Provost's Advisory Committee on Diversity (http://www.purdue.edu/provost/category_diversity/diversity-ACD.html)
 - Suggesting amendments to the document to make it more inclusive to all university employees
- Implement Senate Resolution 15-19 to improve recruitment and retention of underrepresented minority staff by

- Drafting an implementation plan for faculty and staff
- Communicating with administrators regarding the resolution
- Communicate APSAC's perspectives on the University's actions in response to changes (and subsequently, lack of changes) to Fair Labor Standards Act rules
- Begin evaluation of educational modules developed to help students and staff apply the university's position on freedom of expression
- Begin developing a framework for evaluating the leadership of diversity and inclusion efforts at the university
- Highlight areas in which the committee's work could be more inclusive of non-faculty staff

Eudoxia Girard Martin Memorial Staff Recognition Award committee

The Eudoxia Girard Martin Memorial Staff Recognition Award is intended for fifth-level secretaries or administrative assistants with five years of continuous service on Purdue's West Lafayette campus. It is awarded to staff who accomplish their duties with a special caring and helpfulness to students, faculty and staff. Ten individuals were nominated for the award in 2016. Two members of APSAC and two of CSSAC evaluate the nominees. The winner in 2016 was Donna Bystrom. Bystrom is the administrative assistant in the School of Materials Engineering. Bystrom received the award on Dec. 8 at the Clerical and Service Staff Recognition Luncheon.

Retirement Planning Committee

More than half of Purdue plan participants are using the target date funds. The committee appreciates how well Purdue has managed costs and assured that returns are favorable by using benchmark funds and a "watch list" method for fund replacement. For example, Dodge Cox International fund was removed from watch list after turning more favorable. Significant contact with fund managers and intentionality is working in our favor.

Purdue was ahead of its time in assuring that as a university we are minimizing our risk of litigation in terms of retirement plans. The look back is 6 years and it has now been more than 6 years since plans to consolidate funds as best practice to cut costs, decision to return all profit sharing of funds to the participants rather than the university being in a potential position of conflict of interest. Furthermore, the decision to have Fidelity management without Fidelity funds removes potential conflict of interest there as well that could spur litigation. Many universities nationwide are now asking Purdue for advice and seeking to figure out how we were successful in these endeavors. Law firms find it lucrative to find institutions who have not been proactive to find disgruntled participants where settlements reach the \$200M ballpark.

Future meetings will feature a Vanguard rep, since most available funds are Vanguard funds.

Business Process Improvement Task Force

The organizer, Chris Martin, was not responsive to emails, so it is assumed that this group did not meet in 2016. It is now assumed that the group is obsolete in light of the Business Process Reengineering effort. APSAC member Nina Robinson was selected to join the newly formed Business Process Reengineering Advisory Committee.

IT Operational Oversight Committee

Round 9 was conducted during the 2015-2016 academic year, concluding in February 2016.

Topics examined for Round 9 were:

- Electronic Portfolio
- Overwhelming E-mail Traffic
- Course Evaluation Software from Student Perspective
- Fee-Based Consulting within IT
- Windows Virtualization
- Student Point System

Round 10 is being conducted during the 2016-2017 academic year.

Topics being examined for Round 10 are:

- Web.ics
- Scanning of Historical Documents
- Student Currency
- Network Access for visitors
- HD Capabilities

Staff Memorial Committee

Planning for the Staff Memorial service began in late March. Two CSSAC members and two APSAC members comprised the committee. Carrie Hanson obtained special funding for the event from HR. The event took place at the Black Cultural Center formal lounge on May 6, 2016. Fourteen Purdue staff members who died in the 2015 calendar year were honored. Around 40-50 people attended the event. President Daniels provided gracious off-the-cuff remarks, and the event was a resounding success.

Staff Appeal Board for Traffic Regulations

Meetings are held only during the academic year. Fall 2016 Semester the committee met on: September 15, October 20, November 17, December 8. Committee reviews all staff appeals for on campus traffic violations (citations from Purdue Parking).

University Sustainability Committee

- According to Michael Gulich,
 - Purdue is behind peer institutions. We need to get the president and trustees to embrace sustainability.
 - Michael's office hired an Asst Director and will be hiring another planner.
- Earth Week
 - 4/17-4/22 (Earth Day)
 - Sarah Vaughn is in charge of the events
 - Green Week in the fall semester also highlights sustainability.
 - Would like to get more student involvement
- Sustainability Communications
 - Committee feels that achievements are under-communicated
 - We need to be vehicles for communication, and to reinforce behavior changes
 - View sustainability as an opportunity

Other committees

APSAC members also serve on the following committees, although no report is available.

Bicycle Advisory Group

Division of Recreational Sports Advisory Committee

Health Benefits Advisory Committee

IT Strategic Governance Committee

Parking and Traffic committee

Business Process Reengineering Advisory Committee