



ADMINISTRATIVE & PROFESSIONAL STAFF
ADVISORY COMMITTEE

Executive Summary & Annual Report

2017-2018

Submitted by Loran Carleton Parker – APSAC Chair 2017-2018
July 25, 2018

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Executive Summary – submitted by Loran Carleton Parker, APSAC Chair 2017-2018

Purpose:

Since 1988, APSAC has been a partner of the administration to improve Purdue University by engaging in meaningful dialogue with university staff.

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 an advisory group to solicit and provide constructive and honest feedback on administrators’ proposals. APSAC acts as a conduit for staff concerns and contributions to be heard and considered by the administration. APSAC facilitates communication between staff and senior administrators through monthly meetings, positive relationships with administrators, involvement in deliberative bodies on campus, and connections with staff groups on campus.

Reporting period: January 1-December 31, 2017. Some activities from January 1, 2018 through June 1, 2018 have been included to highlight key directions and interests of APSAC. In January 2017, the APSAC Chair was Sam Guffey and the vice chair was Loran Carleton Parker. From June 1, 2017, to June 1, 2018, the Chair was Loran Carleton Parker and the vice chair was Brittany Vale.

Major topics:

- Transform Purdue Initiative—Human Capital Management and Job Family Structure
- Healthy Boiler Initiative and change in administrator of Center for Healthy Living
- Change in Pharmacy Benefit Manager and Pharmacy Benefits
- Purdue Global start up and staff education benefit
- University-wide climate survey
- Search and selection of new Provost
- Search for a new Vice President for HR (begun in January 2018)
- Development and implementation of new APSAC strategic plan

Goals for the 2017-18 year were: [*Outcomes described below*]

- I. Further develop connections to and coordination with campus administrators, leaders and organizations with staff stakeholders (University Senate, CSSAC, PACADA, etc).
 - a. Continued to have regular interactions with university senate leadership and university deliberative committees reporting to the university senate.
 - b. Served on search and selection committee for new Provost.
 - c. Began communications and relationship building with Provost and Provost’s office.

- d. Initiated joint executive meetings with CSSAC; hosted PNW and PFW for joint meeting of all three APSAC organizations.
 - e. Collaborated with CSSAC regarding plans for engaging staff colleagues around Human Capital Management Transformation and new Job Family Structure.
 - f. Collaborated with Treasurer, Provost and Vice President for Research to host inspirational speaker, Eva Kor, on campus.
- II. Enhance visibility and accessibility of APSAC, our members and our work.
- a. Achieved near-record attendance for our annual Resource Fair: 534 attendees, 34 vendors, 300 influenza vaccinations administered.
 - b. Coordinated three successful and inspirational professional development events for our campus, regional campuses and Purdue Global: Kathy Nimmer, Mike Bobinski and Eva Kor.
 - c. Redesigned our newsletter, *The Sentinel* for better reading experience; improved reliability of newsletter distribution schedule to 67% in 2017; between June 2017 and June 2018, *The Sentinel* was delivered on schedule 11 out of 12 months.
- III. Advocate for enhanced inclusion and consideration of staff perspective and expertise in university communications, deliberations and decisions.
- a. Continue to increase the number of university deliberative and decision-making committees that include staff representation.
 - b. Redesigned the APSAC strategic plan and developed mechanism for tracking progress.
 - c. Number of references to staff and staff contributions to university success in communications from President's and Provost's office has increased.
 - d. Made contact with several staff advisory groups at fellow Big 10 institutions; efforts to develop network of staff advisory councils is underway.

In addition, we have been pleased to have the President's Chief of Staff (Dr. Gina DelSanto) join our monthly meetings. She is a pleasure to work with, and her continued engagement strengthens APSAC's effectiveness and value to Purdue. We will work with the Treasurer's office and Provost's office to have more regular representation from these offices in the future. Two enterprise environmental factors are crucial to continuous improvement in a large university like Purdue.

- 1) Fostering an inclusive environment that eschews "us versus them" thinking and values contributions from all areas and roles.
- 2) Encouraging clear and frank communication across roles, ranks and units so that all existing skills and knowledge can be leveraged to the maximum degree.

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 Loran Carleton Parker, APSAC Chair 2017-2018

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 expertise 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 single area 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 2017-2018 year, APSAC served on over 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, 2017. However, key achievements from January 1-June 1, 2018 have been included to provide an up to date summary of APSAC activities and direction. In January 2017, the APSAC Chair was Sam Guffey and the vice chair was Loran Carleton Parker. From June 2017-May 2018, the Chair was Loran Carleton Parker and the vice chair was Brittany Vale.

APSAC’s ongoing focus is to support the university’s mission by: 1) providing to the administration a primary source of staff perspective, expertise and knowledge; 2) providing a valuable

communication and information resource for university staff, and 3) supporting the continuous improvement of the university and the university workplace. Toward this end, we have:

- Continued and enhanced 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 of Purdue University and Purdue Global as well.
- Welcomed newly hired A/P staff members with personalized welcome letters, contact information, and a small gift.
- Supported and recognized staff colleagues through 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.
- Awarded the Excellence Award to Brooke Linn, School of Management.
- Invited several guest speakers to present current issues for APSAC consideration
 - Gina DeSanto
 - Denny Darrow
 - Bill Sullivan
 - Kristi Brown—Physical Facilities
 - Renee Thomas—Black Cultural Center
 - Rob Wynkoop—Service Enterprises/Procurement
 - Candace Shaffer—Benefits
 - Trent Klingerman—Chief Privacy Officer
 - Adedayo Adeniyi – Purdue Career Development Portal
 - Darrel Castricone – Job Families
 - Tim Werth – Business Process Reengineering
 - Norm Schultz—Business Process Reengineering

Ongoing priorities for APSAC include:

- Providing feedback and opportunities for staff engagement with Transform Purdue, HCM and Job Families project.
- Ensuring a continued partnership with CSSAC and the University Senate.
- Ensuring the continuation of the APSAC/CSSAC/PURA annual memorial service each May.
- Increasing engagement with colleagues through more opportunities for formal and informal communication and discussion.

At the April 2018 meeting, Danny Vukobratovich was elected APSAC Vice Chair for 2018-2019. Brittany Vale became APSAC Chair on June 1, 2018. 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. Two of our top goals for the 2018-2019 year is to:

1. Improve communication with our constituents
 - a. Achieving 100% publication rates for monthly Sentinel newsletter
 - b. Facilitating town hall meetings in reference to the Job Family Structure Project
 - c. Improve our communication processes with new Purdue employees
2. Continue to work with senior leadership at Purdue University
 - a. Assist with senior leadership candidate searches
 - b. Partner with HCM and Job Family Structure project team leaders to assist in communication roll-out
 - c. Provide feedback on various projects and employee updates throughout the year

This July, APSAC hosted both Fort Wayne and Northwest APSAC colleagues for a joint meeting focused on sharing best practices and building collaboration around shared areas of interest.

Subcommittee Reports

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

Compensation & Benefits - submitted by Jacqueline Baumgardt, Subcommittee Chair

Goals:

- Continue to build relationships with key people in Human Resources and University benefit providers
- Continue to build upon the success of the Resource Fair
- Continue to be the voice/representation for A/P staff
- Respond to constituents and provide information

Accomplishments:

- Resource Fair: - 534 attendees - 35 vendors - Approx. 300 Flu vaccines administered - Approx. 250 Cholesterol screenings administered - Drug take back another success this year - Door prizes, provided by several vendors, were given away. Entries were submitted through the feedback surveys.

Excellence Award:

- 2017 award presented to Brooke Linn, Associate Director of Undergraduate and Alumni Services in the School of Management
- 2018 nominations are scheduled to take place in March 2018 - Announcements posted in the Sentinel and Purdue Today - Nomination process used for 2017 no longer available, will review best way to stream-line the ranking process for 2018.

Employee Benefits Guests/Presenters to our sub-committee meetings (Sept. – Dec. 2017)

Throughout the fall the group has been involved in keeping up with the upcoming Healthy Boiler, Human Capital Management, and Success Factor initiatives. We have met with representatives from HR Benefits, Center for Healthy Living and Purdue University Recreation and Wellness Center for the purpose of gathering information that would benefit all A/P staff.

- Candace Shaffer – Director, Benefits / HR
- Jen Hodges – Dir. of Operations/ Ctr. for Healthy Living

- Will Evans – Purdue Recreation & Wellness Ctr.

Addressed email concerns from Purdue A/P staff regarding:

- Vaping in the classroom
- Pooled transportation
- Sick Leave policies

Professional Development - submitted by Michael Hill, Subcommittee Chair

Accomplishments:

Hadley Lecture (Kathy Nimmer)

Ms. Kathy Nimmer, the 2015 Indiana Teacher of the Year, spoke March 8, 2017 on "Overcoming What Seems Impossible: Changing Mindset and Attitude to Restart When Difficulties Arise." In her talk, she recounted the attudinal factors that helped her change from being a blind teacher who was floundering to a blind teacher who successfully engages and inspires her students. The event was recorded and can be viewed online at <https://youtu.be/BOtLkesw2LY>.

Lovell Lecture (Mike Bobinski)

Mr. Mike Bobinski spoke October 3, 2017 on "Leadership in Transition." He discussed his approach to assuming a leadership role in a new organization, drawing on past experiences as well as transition to Purdue over the last year. He officially joined Purdue on Aug. 9, 2016, as the university's ninth full-time athletics director. The event was recorded and can be viewed online at https://youtu.be/ZHNdVc08_qg.

Sentinel Articles

Jan. 2017	Fall 2016 grant recipients list published
Feb. 2017	Spring 2017 grant applications Advertised 2017 Hadley Lecture
Mar. 2017	Published YouTube link to Hadley Lecture
Apr. 2017	Article on donating to Hadley Lecture during Purdue Day of Giving
Sep. 2017	Fall 2017 grant applications Description of Lynda.com Advertised 2017 Lovell Lecture
Oct. 2017	Published YouTube link to Lovell Lecture
Dec. 2017	Fall 2017 grant recipients list published

Professional Development Activities

- Strength Finders (April 12, 2017)
- Green Zone Training by Jamie Richards (November 8, 2017)

Grants

Date	Total Applications	Grants Awarded	Total Amount Awarded
Spring 2017	90	18	\$11,774
Fall 2017*	63	21	\$12,777.99

*Note: Recipient list at http://www.purdue.edu/apsac/sentinel/2017/Sentinel_December_2017.pdf

Membership and Communications - submitted by Brittany Vale, Subcommittee Member

2017 Goals for MAC:

- Update and Personalize APSAC website
- Update Sentinel medium
- Improve efficiency of APSAC exit surveys
- Update MAC Timeline of Events

Accomplishments

• **Goals**

- Update and Personalize APSAC website
 - Set up meetings with Halima Gray from Marketing and Media to get ideas about how to transition APSAC website to an ADA compliant version
 - Worked with Purdue HR and Carrie to make the transition
 - APSAC website ADA complaint with updated information summer 2017
- Update Sentinel medium
 - MAC went from INDesign to Publisher as a medium for monthly Sentinel with the ultimate goal of moving towards a format similar to Purdue Today
 - John O'Malley working to use Delivera for the Sentinel
- Improve efficiency of APSAC exit surveys
 - Exit Survey has been converted to a Qualtrics survey
 - 2017 exiting members received surveys with 3 responses
 - 2018 exiting members will receive survey in April 2018
- Update MAC Timeline of Events
 - MAC timeline of events was updated summer of 2017
 - Timeline continues to be updated as subcommittee members rotate off APSC

• **Membership**

- 2017 Membership Drive
 - Total of 9 openings on APSAC with 32 candidates interviewed
 - College of Agriculture and Cooperative Extension Service, and School of Veterinary Medicine with 1 opening for a 3 year term
 - College of Education, College of Liberal Arts and School of Management with 1 opening of a 1 year term

- College of Engineering and Purdue Polytechnic Institute with 1 opening for a 3 year term
 - Office of the President and Areas Reporting Directly to the Provost, Board of Trustees, vice President for Public Affairs, and WBAA with 3 openings for a 3 year term and 1 opening for a 1 year term
 - College of Pharmacy and College of Health and Human Sciences with 1 opening with a 3 year term
 - Areas Reporting Directly to the Vice President for Information Technology with 1 opening for a 2 year term
 - Terms of members were corrected during this membership drive
- 2018 Membership Drive
 - Open applications from 1/2018 – 3/2018 with interviews beginning in March 2018
 - 2018 had 17 open positions and 31 candidates were interviewed
- **Community Spirit Award**
 - Community Spirit Award applications open in June 2017
 - Only one nomination was received
 - Application was not complete making it eligible
 - Community Spirit Award was not given for 2017
 - Goals for next year:
 - Increase marketing of award
 - Change format of application process in Qualtrics
- **Sentinel**
 - Continued work to discover appropriate medium for Sentinel
 - Attempt to improve efficiency by putting article deadlines
 - Annual publication = 67%
 - For each Sentinel publication, draft was sent to Chief of Staff and VP of HR before release
 - Communication back and forth between these individuals were documented via email thread
- **APSAC Effectiveness Survey**
 - Survey open for 3 weeks in November – December
 - Results of that Survey were submitted along with this report
- **APSAC Meet a Member**
 - APSAC ‘Meet a Member’ forms were pasted out to APSAC members in January of 2017

- Plan for these forms was to highlight one APSAC member per month in the Sentinel
- MAC only received one or two forms back from members
- This project was cancelled
- **Mentor/Mentee Program**
 - MAC members initiated a mentor matching program for all new APSAC members for the 2017 membership drives
 - All new members were matched up with APSAC veterans

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.

Healthy Boiler Committee

The Healthy Boiler Committee worked throughout the year focusing on the health needs of the Purdue community, including both student health (PUSH) and employee health (CHL). One to One Health started providing services at the Center for Healthy Living in July 2017. One notable changes in PUSH were the addition of triage nurses so that no student would be turned away without their concern or symptoms being heard. The Healthy Boiler Committee also heard presentations from One to One Health on their transition and progress through the year and Virta Health.

University Senate

APSAC has two (non-voting) advisors to the University Senate: Loran Carleton Parker and Brittany Vale. 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. 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 17-18 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:

- 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 need for a university-wide climate survey
- 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. Four individuals were nominated for the award in 2017. Two members of APSAC and two of CSSAC evaluate the nominees. The winner in 2017 was Kathryn Cooper. Cooper is a programs assistant in the Weldon School of Biomedical Engineering. Cooper received the award on Dec. 5 at the Clerical and Service Staff Recognition Luncheon.

Retirement Planning Committee

Susan Davis provided an update of recent communications, workshops and events to help inform and provide educational opportunities for retirement planning. Also discussed was the implementation of the University's new Human Capital Management System (HCM) and the inclusion of Purdue Global's new 403(b) and 457 defined contribution plans with the closing of the Kaplan acquisition transaction to form Purdue Global.

Jim Almond introduced Mr. Blair Webb. Mr. Webb will be providing ongoing support and research to the Retirement Plan Committee in his role as Director of Investment Research and Analysis in the PRF Investment Office.

Fred Ford raised a question regarding distribution trends of recent participants on the Purdue recordkeeping platform at the last Retirement Plan Committee meeting. While limited information was available, Mr. Almond and Ms. Davis shared some data points from prior committee meetings and will work with Fidelity to determine what information can be captured going forward. A general discussion of reporting and ability to slice data reports by enrollments, campus location, etc. will also be explored with Fidelity.

Mr. Webb walked through a Target Date Fund review presentation. The presentation defined target date funds in general, historical growth of these funds as an investment option, the glide path for asset allocation and how the glide path changes as a participant gets closer to retirement. The Purdue Vanguard Target Date Funds were reviewed in detail in terms of performance, Vanguard specific glide paths, identification of funds comprising each Target Date Fund and expense ratios.

The expense ratio of .09% for the Purdue Target Date Funds is significantly less than the industry average expense ratio for target date funds of .5%. This difference in expense ratios can significantly impact retirement accumulations over time based on balances and holding period. Several examples were provided for illustration.

Mr. Webb, reviewed and discussed the Purdue Retirement Plan Dashboard which summarizes current assets in the Purdue recordkeeping platform plan and the performance of Tier 1, Tier 2 and Tier 3 retirement plan offerings. As of February 28, 2018, the current platform contains \$1.6B in assets.

A discussion of the brokerage link option was suggested for the next meeting as a special topic.

IT Operational Oversight Committee

This committee did not meet in 2017-2018.

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 16, 2017. Thirteen Purdue staff members who died in the 2016 calendar year were honored. Around 50 people attended the event. President Daniels, Sam Guffey and Tiffany Eakin provided remarks, and the event was a resounding success.

University Sustainability Committee

Committee met on October 19, 2017- discussed the following items.

Roles and Goals of the Committee- One of the important roles of the committee is to provide goals for the University for sustainability. Committee works closely with the University Sustainability office – under the leadership of Michael Gulich – to establish “stretch” goals that are manageable and achievable..

University Sustainability Plan

Committee Input provided to Michael Gulich

Sustainability Community and news from around campus

New Center for Environment - Tim Filley

Sustainability Certificate <https://www.purdue.edu/discoverypark/environment/for-students/environmental-and-sustainability-studies.php>

Committee met on 1/27/2018- discussed the following items.

Committee will submit the resolution to the University Senate with the University Resources Policy Committee. Committee believes that the united voice will have greater impact in moving this issue forward. Committee are working to get the resolution on the Senate agenda this month, so time is of the essence.

Committee met on 3/2/2018-discussed the following items.

Sustainability resolution was taken up by the eURP. The resolution was presented, went through its first reading and will be voted on at the first senate meeting of the fall 2018 semester.

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

Staff Appeal Board for Traffic Regulations

College of Engineering Dean’s Staff Advisory Council

Community Safety Relations

University Senate Faculty Compensation and Benefits

University Policies Committee

Spring Fling Coordinating Committee