



ADMINISTRATIVE & PROFESSIONAL STAFF
ADVISORY COMMITTEE

Executive Summary & Annual Report

2018-2019

Submitted by Brittany Vale – APSAC Chair 2018-2019
May 2019

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Executive Summary – Submitted by Brittany Vale, APSAC Chair 2018-2019

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.

Official Reporting period: January 1-December 31, 2018. Additional highlights from January 1-May 31, 2019 have been included. In January 2018, the APSAC Chair was Loran Carleton Parker and the Vice Chair was Brittany Vale. From June 1, 2018, to June 1, 2019, the Chair was Brittany Vale and the Vice Chair was Danny Vukobratovich.

Major topics:

- Human Capital Management Transformation
- Medical Benefits Potential Changes
- Development of a Job Family Structure
- SuccessFactors Transition

Goals for the 2018-19 year were: [Outcomes bulleted]

I. Further develop and enhance communication, collaboration and partnerships with university administration and leadership bodies.

II. Collaborate with senior leadership in the transition to the HCM Transformation Project

III. Ensure A/P staff have a chance and outlet to provide feedback regarding major changes happening within Purdue University

Other notable accomplishments:

- Updated monthly newsletter format – Delivera – that provides readership metrics. Receiving an average of 40% readership per month
- Awarded 20 professional development grants totaling \$12,000 in 2018
- Facilitate University-wide town halls on: 2019 Medical Benefits and Job Family Structure

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 and community of communication and cooperation in good faith.

Annual Report

Full Committee Report – Submitted by Brittany Vale, APSAC Chair 2018-2019

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 2018-2019 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 2018, the APSAC Chair was Loran Carleton Parker the vice chair was Brittany Vale. From June 2018-May 2019, the Chair was Brittany Vale and the vice chair was Danny Vukobratovich.

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:

- Improved our monthly email newsletter, *The Sentinel* and switch the software Delivra. This product has allowed us to obtain data metrics and to best determine what articles are the most read.
- Promoted and sponsored professional development and self-improvement programs and surveyed colleagues for feedback.
- Welcomed newly hired A/P staff members with personalized welcome letters, contact information, and a small gift.
- Presented the Board of Trustees an overview of APSAC and CSSAC.

- Awarded the Community Spirit Award to Pamela Mow, College of Engineering.
- Awarded the 2016 APSAC Excellence Award to Barry Delks, College of Life Sciences.
- Invited several guest speakers to present current issues for APSAC consideration
 - Gina DeSanto
 - Trent Klingerman
 - Bill Bell
 - Denny Darrow
 - Renee Thomas – Provost Fellow for Diversity
 - Rob Wynkoop – Purdue Parking
 - Bill Sullivan
 - Adedayo Adeniyi
 - Candace Shaffer – Director of Benefits
 - Tim Werth – Business Process Reengineering
 - John Higgins – Business Process Reengineering
 - Jay Akridge

Ongoing priorities for APSAC include:

- Adjusting the medical insurance premium tiers.
- 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.
- Maintaining positive relationship with senior leadership
- Assist with Purdue employee climate survey

At the April 20189 meeting, Stacey Baisden was elected APSAC vice Chair for 2019-2020.

Danny Vukobratovich will become APSAC Chair on June 1, 2019. 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.

Subcommittee Reports

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

Compensation and Benefits – Submitted by Alex Gulik, Subcommittee Chair

January – May 2018 Members:

Caren Archer
Alex Gulik
Mike Piggot
Marry Ann Prah
Noel Nicole
Danielle Latta
Jacqueline Baumgardt
Mark Evans
Loran Parker

May – December 2018 Members:

Alex Gulik – Chair
Danielle Latta – Vice chair
Hope Charters
David Huckleberry
Dean Lingley
Stephanie Winder
Suzanne Zurn-Birkhimer
Mark Evans
Loran Parker

Goals:

- Increase attendance at Resource Fair
- Continue Excellence Award Program
- Handle constituents' questions and issues in expedient and knowledgeable manner

Accomplishments:

- Record vendor attendance and staff attendance at Resource Fair with 41 vendors confirmed and 569 attendees
- Worked with Executive committee and Purdue HR to hold Town Halls regarding Job Family Structure changes

- Became part of an APSAC, CSSAC, Faculty Compensation and Benefits committee meeting monthly with Purdue HR and representatives from LHD Benefits Advisors
- Established more direct connection with Candace Shafer in HR regarding changes considered in upcoming benefits as well as HR taking suggestions from Comp & Benefits on possible future implementations of items to benefit employee health and involvement. Candace is involved in our monthly subcommittee meetings.
- Handled constituent questions/concerns as a group and with support from HR and Executive Committee for timely and concise information on wide reaching issues from Job Family Structure to HSA/FSA vendor changes to Winter Break time off

Professional Development – Submitted by Michelle Hadley, Subcommittee Chair

January-May

Michael Hill, chair
 Danny Vukobratovich, vice chair
 Tiffany Weatherford, emeritus
 Adrienne Albrecht
 Malissa Ayala
 Steve George
 Terri Schultz
 Emma Zhang

June-December

Michelle Hadley, chair
 Malissa Ayala, vice chair
 Adrienne Albrecht, emeritus
 Emma Zhang
 Alison Lampley
 Eric Johnson
 William Fornes
 Dean Brusnighan

Hadley Lecture (Eva Kor)

Ms. Eva Kor, Holocaust survivor and forgiveness advocate, spoke April 24, 2018 on "Her Journey as a Holocaust Survivor and the Power of Forgiveness." Eva spoke to a packed auditorium in Fowler Hall, which was seated to capacity. The event was live streamed for those not able to obtain a seat or attend, but was not able to be recorded. In her talk, she recounted her message of "never give up". Eva shared how she has emerged through a life filled with trauma as a brilliant example of the power of the human spirit to overcome. She is a community leader, a champion of human rights, and tireless educator of young people. Eva also shared her story as one of the few surviving twins still sharing her personal account of the medical experiments supervised by Nazi doctor Josef Mengele at Auschwitz.

Lovell Lecture (Jay Akridge)

APSAC sponsored the 2018 Fall Lovell Lecture series on October 3rd featuring Purdue Provost and Executive Vice President for Academic Affairs and Diversity, Jay Akridge. The event took place in the Pfendler Hall Dean’s Auditorium at noon. The title of his talk was “Leadership Lesson – A Personal Journey”. Over 160 people listened to the presentation either in person or through live streaming. Highlights from the topic included experiences gained from his journey throughout his career at Purdue, touching on the roles of a leader, understanding and communicating, as well as decision making.

For those that were not able to attend or watch the live stream presentation, the event was recorded and can be viewed at the following link - <https://youtu.be/CdiVvSC7kuU>

Sentinel Articles

Feb. 2018	Spring 2018 grant applications
Mar. 2018	Advertised 2018 Hadley Lecture
Apr. 2018	Article on donating to Hadley Lecture during Purdue Day of Giving
Sep. 2018	Fall 2018 grant applications
Oct. 2018	Advertised 2018 Lovell Lecture

Professional Development Activities

- Overview of Leadership & Organizational Development courses and tools by Michelle Hadley (November 14, 2018)

Grants

Date	Total Applications	Grants Awarded	Total Awarded	Amount
Spring 2018	59	14	\$9789	
Fall 2018	41	18	\$11,995	

*Note: Recipient list at <https://www.purdue.edu/apsac/grants/index.html>

Membership and Communications – Submitted by Jason FitzSimmons, Subcommittee Chair

Goals 2018 - 2019

1. *Sentinel*
 - Transitioned the *Sentinel* to be delivered through the Purdue supported system of Delivra.
 - Delivra has supported the uses of analytics in tracking use and relevance of *Sentinel* content.
2. APSAC Membership Process

- Using Delivra, we sent emails targeting the Areas of Representation instead of a campus-wide email.
 - Added descriptions of the three sub-committee as well as University committees. Asked applicants to rank their choice for sub-committee participation.
 - Worked on membership spreadsheet to make it more meaningful and useful moving forward. There are no longer 2-year terms and there is basically a ⅓ of membership each year.
3. MAC participation
- Delegated and engaged all members of MAC in the activities of the sub-committee.
4. Community Spirit Award
- We had a total of 11 nominations for the 2018 Community Spirit Award.
 - MAC met with CCSAC Professional Development subcommittee to review nomination forms and to determine a winner.
 - Pamela Mow from Botany and Plant Pathology was announced the winner. She volunteers for the Honor Flight and the American Gold Star Mothers organizations.
 - Nomination write up: Pam's work with Honor Flight has given hundreds of veterans an opportunity to visit "their" monument in Washington, DC. The group wraps thousands of Christmas presents each year to raise money to send them, free of charge, on a whirlwind one-day adventure. Each is paired with a helper - sometimes a family member, sometimes a complete stranger - who will assist in whatever way necessary to make sure they get the benefit of the full experience. They fly out of the Purdue airport early in the morning, land in DC and transfer to buses, then visit each of the war memorials, giving them a chance to see what their service has meant to their country. When they return to West Lafayette, they are greeted by a cheering crowd (also recruited by the GSMs), a fitting tribute all too often overlooked, particularly for the Viet Nam veterans. For many of them, it is a life-changing experience. All of this would be sufficient for your recognition, but it is far from all that Pam does. Each year she organizes the College of Agriculture's Christmas effort for the Cary Home residents, as well as for others who might not have the same opportunity to celebrate the holidays that most of us take for granted. This means pairing up 100+ individuals with someone who will provide the things they most desire and need. I have seen her office piled floor-to-ceiling with gifts, and I am amazed. For someone who has lost so much, Pam is instantly willing to make life better for as many as possible.
 - Award was presented by Adedayo Adeniyi, Director of Leadership & Organizational Development, in October 2018 at the APSAC/CCSAC full meeting in Lawson. Pamela brought her family and friends to 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 and Compensation & Benefits Committee

The committee has focused on medical insurance this year in the aftermath of last year's proposal to deny medical coverage to spouses of Purdue employees working elsewhere. Since November, the committee has been meeting monthly with Candace Shaffer, director of benefits for Human Resources. Beginning in December, the APSAC Compensation and Benefits Committees and CSSAC Executive Committee have joined these meetings.

Shaffer and Michael Piercefield, of LHD Benefit Advisors, a consultant for the University, have presented the committees a comprehensive look at how HR puts together medical benefits plans. This includes the survey of employees on the current on current benefits, as well as statistics on costs of medical claims to the employees and University, and how these costs compare to the past. Shaffer and Piercefield have recently begun to show the committees potential options for medical insurance plans for next year.

The committees have asked many questions and have provided input on everything Shaffer and Piercefield have presented. In addition, the committee has made several different suggestions for HR to consider when putting together the final medical benefits options. This is all part of an effort to avoid the issues that arose last fall over the medical coverage for spouses.

Healthy Boiler Committee

Period of time this report covers: January 2019 – April 2019

Committee Chair: Steve Abel

Committee Members: Document "Healthy Boiler Initiative Committee Roster-January 2019.pdf" gives a listing of the committee members.

The main objectives for the Committee: Working towards a comprehensive review of services at both the Center for Healthy Living (CHL) and Purdue University Student Health (PUSH).

Among other aspects, it examines whether there is potential to integrate and/or share services.

Charges or tasks of the Committee (Action items for the reporting year)

University Medical Insurance TPA Review, Review of University Spousal Benefits Coverage, Review of Healthy Boiler Goals, How to get employees healthier

Summary of accomplishments:

- Review of Incentives for employees

- Consideration of advertising that CHL has a concierge service that can help employees make complicated medical coverage decisions.
- Moved to HSABank for HSA Administration cost savings
- Consolidated outside consultants

List of activities in progress including upcoming events/discussions:

- Medical Benefits TPA RFP Review
- Active review of HB Portal.
- Looking at a prescription program that allows staff to be more involved in their medication management
 - Rx Savings Solutions

Recommendations to the Chair:

It is recommendation that APSAC continue to have a presence in Healthy Boiler. It would be advisable that the current Comp and Benefits Chair and Vice Chair take this charge to be representative for APSAC. This would ease information flow and the Chair or Vice Chair can report to the executive team on the findings from these meetings.

College of Engineering Dean’s Staff Advisory Council

The College of Engineering (CoE) Dean’s Staff Advisory Council changed its name to the **Dean’s Staff Affairs Committee (DSAC)**. CoE DSAC is now an action-orientated committee with the goals of (a) developing more awards for staff, (b) developing career pathways for staff, and (c) developing professional development opportunities for staff. During the 2018-19 academic year, CoE DSAC developed two new programs: (1) Staff Support Series and (2) Professional Renewal Grant (PRG). The Staff Support Series will focus on providing professional development opportunities for CoE service and support staff with sessions beginning in 2019. The Professional Renewal Grant recognizes, encourages, and awards resources (financial and time off) to CoE individuals who wish to pursue professional development activities that will contribute to achieving career goals. The first PRG awards will be made in spring 2019.

IT Strategic Governance Committee

This committee did not meet during this reporting period.

Spring Fling Coordinating Committee

APSAC Staff Responsibilities:

- *Assist with general committee duties/meetings
- *Gather and assemble prize bags for bingo
- *Staff bingo throughout Spring Fling

Details:

*Malissa Ayala circulated a doodle poll for APSAC volunteers, specifically for new members to assist during the event.

*Requests were made for prize donations throughout APSAC as well as a request for donated prize bags from Follett's was made.

*Over 100 prizes were given with a "Grand Prize" awarded at the end of the day. The grand prize was donated and included parking passes and entrance for four to the Indianapolis Zoo.

*Lenny Seidel was the bingo caller

Suggestions for Future:

*No longer offer a grand prize at the end.

*Limit staff to one prize to allow for others to participate. The event was full with over 200 players at all times and there was often a wait for seats.

University Senate

APSAC has two (non-voting) advisors to the University Senate. These two advisors, Brittany Vale and Danny Vukobratovich. 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 AY 2018-2019 the following were highlights for these meetings:

September:

- Natalie Carroll acting chair
- Discussion regarding adding more summer courses
 - o This is to help improve graduation time
- Freshman enrollment for this year was 8,357
- Reviewed data on GPA in correlation with PU Athletes
- Special Committee was formed – Purdue Global. Main task of this committee is to look at future conflicts and review implementation of Purdue Global

October:

- 547 Purdue employees enrolled in either Purdue University or Purdue Global courses
- Discussion on having classes over winter break

November:

- Recap of Benefit Changes Town Hall
 - o 300-350 Purdue employees attended
- 150th campaign callouts
- Discussion on finding alternatives to LMS (replacing Blackboard)

January:

- Reviewed COACHE survey
- Implementation of Senate Newsletter

- Discussion of student civics learning
 - o Proposal presented by Mitch Daniels
 - 'Require passage of a civics test based on the naturalization test to earn a degrees from Purdue University'

February:

- Purdue is on year 8 with no tuition increases

March:

- Civics Proposal Town Hall held on March 1st
- Review of campus capital projects:
 - o Armory
 - o PMU
 - o Ag & Biological Engineering
 - o VTH
 - o Engineering & Polytech Gateway

April:

- Discussion of Elsevier contract
- AAUP Survey completed
- Winter Recess approved for 2019
 - o Dec. 23rd – Jan. 1st

Business Process Improvement Task Force

APSAC had one advisor to the Business Process Re-Engineering Advisory Committee: Michelle Hadley. The committee served as advisors to the BPR task force in terms of how change in the areas of asset management, general ledger transformation, job family structure, and the HCM roll-out would impact the university, employees, ect... Additionally providing ideas, insight, questions and advice throughout the process implementations, including communication, training, impact, and on-going issues. The committee met 6 times throughout 2018 – Jan, Mar, Apr, May, Oct, and Nov.

* Below is a timing overview of the total BPR project roll-out:

- Asset Management was rolled out in July 2017, with follow up hypercare and maintenance throughout 2018
- General Ledger Transformation was roll-out and went live July 1, 2018
- Job Family Structure was rolled out in November 2018, with the compensation component to follow into 2019 with the regular merit raise cycle
 - o APSAC was involved in helping the BPR task force communicate and gather feedback throughout multiple town halls across campus regarding JFS
- The HCM project / Success Factors roll-out went live Jan. 1, 2019

With the major project roll-outs complete, the Business Process Re-engineering Advisory Committee has dissolved as of Jan. 1 2019.

IT Operational Oversight Committee

This committee did not meet during this reporting period.

Staff Memorial Committee

Planning for the Staff Memorial service began in January 2019. Three 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 13, 2019. Thirteen Purdue staff members who passed in the 2018 calendar year were honored. The event was published in the Sentinel and Purdue Today – it was well attended.

University Sustainability Committee

Status on the strategic plan for sustainability at Purdue:

The plan finally has buy-in from all Physical Facilities stakeholders and it is currently being reviewed by senior leadership. From what I hear it is on the front burner and we hope to get feedback in the next month or so.

Status on ASSHE Stars Certification:

We have just completed our planning for FY20 and plan on including renewing our AASHE Stars certification as a priority project for FY21. Not sure if you've gone through one of these efforts but it is a herculean effort and can easily take a year to complete.

Status of sustainability into the master planning process:

Sustainability is identified as a core value in the campus master plan. As we begin to more formally evaluate the specific projects identified, specific sustainability goals/metrics will be incorporated based on the unique opportunities to add value to that particular scope.

Status of LEED certification on campus:

Yes, we will be involved in the 10-year ROI analysis. This item is included in the Sustainability Strategic Plan and it will fall to our group to ensure that design teams are evaluating renovation and new construction projects on this basis.

Timeframe of CFO report on physical and financial aspects of sustainability plan:

The reporting framework outlined in the SSP is based on the fiscal year (July-June), with a target publish date of Jan. Based on what we hope will be an approval in this FY, the formal reporting will begin for FY20, published in Jan '21. Since the SSP is intentionally metric based and those metrics are based on an evaluation of current performance, for FY19 we will be able to present some data to the CFO that will satisfy the requirement of the resolution.

Other Notes:

- Continue to meet with Provost to discuss academic-related reporting elements of resolution
- URPC hosting meeting on April 10th to review Master Plan
- This committee is currently looking for a new chair

RecWell Advisory Board

The Recwell Advisory Board met in September and November. Howard Taylor the Director of the Co Rec also provided feedback to APSAC C&B for our recommendations to HR. Mitch Nettlesheim the Senior Associate Director of Operations at the Co Rec also joined us during one of the APSAC Compensation & Benefits meetings to present the Co Recs views as we discussed these recommendations with Candace Shaffer from HR.

II. Program Spotlights

- A. Fitness Operations & Services
- B. Climbing and Challenge

III. Issues

1. Project Progress

- a. Feature Gym Shades (launched)
- b. Gold Field & Building Irrigation (launched)
- c. NW Recreation Fields – Landscaping/Trees/Well
- d. HVAC & Ceiling Paint
- e. Gold and Black Storage
- f. Colby East Fitness Flooring
- g. Outdoor Basketball Court
- h. AQUA Dectron AHU Study
- i. Challenge Archery build
- j. AQUA Flooring
- k. Wellness Office Door
- k. MAC Conversion
- l. Women’s Locker Room Improvements
- m. INSS Roof and Shell
- n. TREC Locker Room Conversion

2. Projects Awaiting Action/Approval

- a. Numerous roof repairs

- IV. Other Issues & Concerns
- V. Program Update
- VI. Budget Updates

Parking and Traffic Committee

In Fall 2018 we met monthly on the first Thursday of each month from September – December.

In Spring 2019 we meet the last Tuesday of each month from January – May.

Reports are presented each month from:

- CityBus showing ridership and routes. Route changes will be made in Fall 2019.
- Chief John Cox police report of parking issues and public awareness of biking, walking and scooter uses
- Alternate Transportation Aaron Madrid including Bird Scooters and the Purdue Jelly scooter research
- Garages with Andy Pruitt including the new License Plate Recognition (LPR) system
- Manager's report with Ben Dispennett with general campus traffic flows, parking areas, communication regarding upcoming events, traffic patterns and road changes to campus
- Construction updates from Kristi Brown with current and upcoming campus construction projects.

Alternative Transportation (previously Bicycle) Advisory Committee

Purpose and goals:

Related to masterplan - There will be more planning around alternative transportation related to the master plan.

Hopefully will be a good meeting to share and provide input.

Regular meetings:

Monthly or quarterly - Monthly with cancellation
Beginning of semester scheduling

Alternative Transportation Update

Bikes - Pace (formerly zagster) is back - Cheaper than it used to be - 5.99/month with any .edu emails. Dock less now. Hybrid system - Location of stations encourages people to return near them. Can park in any bike rack.

Scooters - Regulations, where they can park, how they can be ridden. Purdue not doing anything specifically on any contracts because of West Lafayette regulations. Lots of talks with West Lafayette.

Spin and Veoride will probably be first
Will be difficult for scooter companies to live up to regulations - probably by design
so there will be recourse if needed

Repair stations - 4 Places on campus currently - Fixes to repair current places on campus -
Replace 4 and add two new ones. Sustainability brought them in and then stopped
working on it.

City Bus Rt. 16 - focuses on Discovery Park

E-bike project - Not coming to campus yet

Mode share survey - Coming soon, other universities are doing it too. Gather stats on all
sorts of transportation data.

Buses are on master plan agenda

University Senate Equity and Diversity Committee

During the 18-19 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:

- Develop a strategic plan for the committee that positions it as a hub for diversity and inclusion
issues and efforts across campus.
- Ask the Provost's office to form steering and action committees to plan for campus-wide
climate measurement. Dr. Parker served on the staff action committee for this effort.
- Create response logic and standard language that can be used when responding (or not
responding) to incidents of hate or bias on campus or in our community.
- Interview and select our incoming Vice Provost for Diversity and Inclusion, John Gates.

Other Committees

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

Campus Safety Task Force

Eudoxia Girard Martin Memorial Staff Recognition Award committee

Retirement Committee

Staff Parking Appeals Committee

University Policy Committee