



ADMINISTRATIVE & PROFESSIONAL STAFF  
ADVISORY COMMITTEE

# 2011-12 Annual Report

Submitted by:

Robin L. Shanks, FY 11-12 APSAC Chair

With contributions by:

Robert Morman, FY 11-12 APSAC Vice Chair/FY12-13 Chair

Beau Moore, FY 12-13 APSAC Vice-Chair

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## Executive Summary

If there was a theme for APSAC's leadership for the reporting period, it was undoubtedly: 'Looking Back/Looking Ahead' -as our group's leadership sought to learn lessons from APSAC's past as part of a plan to bolster the committee's future. Meetings were held with most of the last decade's APSAC chairs, both in individual and group settings. This process helped the chair and vice-chair understand much about the recent history of APSAC, as well as the potential points of pride –and pitfalls- of leading the group. This process will become a tradition among incoming APSAC chairs, we are certain. In fact, we hope that this style of passing along institutional knowledge will be modeled by the APSAC sub-committee chairs as well.

A significant shared lesson is that 12 months in a leadership position of a committee isn't much time to make a lasting, strategically-oriented contribution. It takes continuity. If we are to move beyond a tactical/transactional role for APSAC, this will be a key process toward that end.

One of the most salient points to arise from these gatherings of past and present chairpersons is what is considered to be a long slide toward ever lower staff morale and engagement. There is concern that this may translate eventually, if it hasn't already, into some problematic circumstances: Less discretionary effort in some cases, increased stress-related absences in others...and potentially worse, such as loss of valuable talent in the future, among others.

One of APSAC's major responsibilities is to inform the Administration of such concerns. APSAC recommends a cultural survey be conducted ASAP. This will align well with incoming President Daniels' learning experience he cited as necessary for a successful transition into his new role. Furthermore, APSAC stands ready to assist in whatever ways the University leadership requests.

APSAC's strategic plan has three main tenets: building relationships with our constituents and the administration; championing professional development; and, strengthening our presence on campus. In this report we trust it will be clearly evident that all three high-level goals are being focused upon, with results being achieved and, where they are not, new directions being discerned to guide our steps.

APSAC is a "voice" –not only for A/P Staff, but also for the Purdue Administration. In the vernacular of our engineers on campus, we act as a "bi-directional conduit." This is a unique opportunity to learn "both sides of the story" and work to find common ground, inform about realities such as rising costs of benefits and work toward a better, stronger institution.

APSAC trusts that the contributions we made in 2011-12 will benefit Purdue University, our myriad stakeholders and A/P staff for years to come. Hail Purdue!

# Annual Report

Established by Human Resources Policy IV.1.1, APSAC acts as the liaison between Administrative and Professional (A/P) staff and Purdue University's Administration. As such, APSAC has two very high-level responsibilities:

1. Providing feedback and advice to the Administration concerning topics with wide impact, such as University policies and procedures.
2. Act as an additional communication conduit for important information from the Administration to A/P staff.

As an advisory committee, APSAC meets monthly to review, and when appropriate, make recommendations through our liaison, Vice-President for Human Resources, Luis Lewin, on issues that are important to A/P staff.

To return for a moment to the theme related in the executive summary, our goals have been an ongoing focus not just for the present leadership, but also inculcated into the membership, especially the first year members, from which future leaders emerge. A success indicator is Beau Moore, who has already begun forming personal goals for his term as chair in FY13-14. Beau's working goals include "extending APSAC's reach and presence on campus that builds on Bob (Morman's) first goal of Clarify APSAC's role, communicate our successes, and deepen our influence, by asking what else can we do?" Beau continues, stating "I would like to develop and recruit leaders within APSAC and the last thing I would like to do is build a healthy relationship with the University Senate leaders to present faculty/staff concerns with one voice to the administration." APSAC is in good hands.

## **Building Relationships – How APSAC integrates into Purdue University**

APSAC has worked to continue and broaden our service through a number of salients. These include participation in university-wide committees, collaborations with other advisory groups, promoting recognition efforts, and welcoming special noteworthy guests to our meetings.

### **Collaborations with CSSAC and Senate**

APSAC and CSSAC joined together in what is now an annual session (see Appendix A). At this joint session, four focus groups were formed with an admixture of members from each group.

Also, both groups' leadership teams met periodically throughout the reporting period to jointly strategize on how to further foster the relationship going forward. Moreover, in order to enhance ties with the University Senate Chair, it was decided that the APSAC vice-chair would henceforth represent APSAC to that body.

### University Committees

APSAC members presently serve on 12 University committees. These include:

- Spring Fling
- University Policy Committee
- Campus Safety Task Force
- Division of Recreational Sports Advisory Committee
- Faculty Compensation & Benefits
- IT Governance Committee
- Martin Award
- One Brick Higher
- Parking & Traffic
- Staff Appeals Board
- Retirement Plan Committee
- Business Process Improvement Committee

It is an honor and privilege for our members to participate in such a broad range of efforts that support the ongoing operations and improvement of our university and to make connections with colleagues across campus.

### Recognition Programs

The APSAC Excellence Award, created to cultivate a sense of appreciation for A/P staff and reward those who consistently perform at an outstanding level, was presented to Tammy Conard-Salvo. Hailing from our English Department, Ms. Salvo received this honor at the annual APSAC recognition luncheon.

APSAC and CSSAC also collaborated in awarding the first annual Community Spirit Award, which recognizes the significant contributions of Purdue University employees to the life and welfare of the local community and its people. We are proud to have been able to recognize Melissa Swathwood from our School of Nursing for her tremendous commitment to serving others.

Lastly, APSAC and CSSAC held the fourth annual Staff Memorial Service in April to memorialize those who passed away in the previous year while in active service to Purdue University.

We in APSAC believe that recognizing and honoring staff for their service and contributions on campus and within the community sets a standard for service, encourages a sustained commitment to civic participation, and inspires others to make service a central part of their lives. We wish to encourage a culture of recognition be fostered in as many ways as possible.

## Guest Speakers

APSAC welcomed several guest speakers from across campus to our meetings:

- Jim Almond, Senior Vice President of Business Services and Assistant Treasurer gave a budget presentation at the joint session with CSSAC.
- Adedayo Adeniyi, Director of Leadership & Organizational Development, with whom we reviewed several policy updates throughout the year, including drafts of the Performance Management Policy.
- Received an update from the Blue Ribbon Health Committee Chair, Pam Aaltonen.
- Cheryl Laszynski, WorkLife Administrator, joined in dialogue centered upon informing the membership about the myriad WorkLife programs and brainstormed on ways APSAC could help increase utilization by staff.
- Vice Provost for Diversity and Inclusion Christine Taylor gave the membership an update on the University's progress toward Purdue's diversity goals.
- Trustee Michael Berghoff met with APSAC to share progress on and field questions related to the presidential search.
- Executive Vice President and Treasurer Diaz joined APSAC for a Q & A session.
- We especially appreciated VPHR Luis Lewin's continued presence and support throughout the year.

This opportunity to interact with key players on the Purdue stage helps the members grow in appreciation for the complexity of our University and to be more understanding of the broader efforts made across campus to provide the best work environment possible. These interactions with university administrators also support our second goal of...

## **Championing Professional Development – Lifelong Learning is for Everyone**

The APSAC Professional Development Subcommittee or 'PDC' is responsible for administering our Professional Development Grants, which is funded from the profit on vending machine sales. In 2011, APSAC received a total of 142 applications and awarded grants worth \$28, 493 to 41 A/P staff. These grants are typically used for purposes that most often include tuition fees and conference registration.

PDC also organizes two professional develop opportunities annually for A/P staff. The Richard A. Hadley Lecture featured Vice-President for Marketing and Media Teri Lucie Thompson, presenting on how to 'Build One's Personal Brand.' A second lecture, funded by the Lovell Leadership Endowment, welcomed Purdue alumni Phillip Anderson, of the Greenleaf Institute, who presented "The Case for Servant Leadership." Both Vice President Thompson and Mr. Anderson held a session especially for APSAC members. And both programs received excellent reviews from attendees as evidenced in the post-event surveys.

### **Strengthening Our Presence – Reaching Out in Service**

Much of the APSAC's work is completed through our five standing subcommittees: Professional Development, mentioned previously; Communications; Compensation & Benefits; Membership & Staff Relations; and, Executive, with the latter being formed of the Chair, Vice-Chair and various subcommittee chairs and vice-chairs. This group is charged with maintaining direction of APSAC's broader efforts.

These working groups provide a great deal of the outreach efforts for APSAC and are instrumental in strengthening our role as an impactful group serving the University.

### **Communications Subcommittee**

Newly reorganized last year, the Communications sub-committee is now an excellent resource for the committee. Using our strategic plan as a guide, it is responsible for generating monthly informational updates that are distributed to all A/P system-wide. Additionally, this group has responsibility for maintaining current versions of the employee welcome letters for new A/P hires; surveying AP staff concerning their view on APSAC's effectiveness; and, guiding the continued improvement and popularization of the APSAC website.

A key outcome from this subcommittee's work is the first "APSAC Effectiveness Survey" -which over 800 A/P Staff participated in and indicated the activities/programs presented have favor with respondents. Most surveys indicated a most favorable view of our Professional Development Grants, (Bi-Yearly) Staff Resource Fair, and the Lovell Leadership Series at a level of 46, 33 and 29%, respectively. Additionally, indications are that monthly updates are often or always read by 64.5% of respondents and, perhaps most significantly, 88 % of respondents never or rarely contact their APSAC representative. Naturally, the reality of not having a significant portion of our constituency feel like they have reason to connect with their APSAC representative is a concern. Life isn't all wine and roses. Sometimes those roses have thorns.

### **Membership & Staff Relations Subcommittee**

MSR serves as the recruiting arm of APSAC, being responsible for attracting and selecting new members. To build connections among the new and current members, an APSAC mentoring program exists to connect mentors to new members. MSR provides a member guide to each new member in May that provides introductory and training materials. A new Constituent Contact Tracking Form using SharePoint was introduced and members began recording their contacts with staff in January 2012. We trust this will allow APSC to better track engagement with AP staff system-wide as there was seemingly some resistance to recording previously.

### Compensation & Benefits Subcommittee

Focusing upon topics related to total compensation, as well as employee recognition; this committee continues to build bridges with Human Resources and works to assist in the messaging concerning the value of Purdue's compensation and the numerous benefits offered. They also act as a sounding board Human Resources Benefits staff.

This subcommittee received updates from Becky Gutwein, the Benefits Manager in charge of designing various options for the Purdue health insurance plans. The same information was also disseminated at regular APSAC meetings and, by including relevant information in the monthly updates sent to all AP staff, supported Purdue Human Resources extensive information and education campaign for open enrollment in fall 2011. The changes in the plan design were reasonable, the committee feels, considering the continuing escalation of the cost of health care and the overall health insurance environment.

### Executive Subcommittee

The APSAC Executive Committee focused on the APSAC Strategic Plan at monthly meetings in order to provide the sense of urgency needed to help the committee members stay focused upon our high-level responsibilities and continue to identify and track key performance indicators.

Significant to what otherwise might be perceived as a somewhat "vanilla year" the leadership team worked closely together to build consensus and act in concert, taking steps toward a more vital, strategically-oriented and impactful APSAC. Changes already announced include modeling a portion of future monthly meeting to reflect the University Senate's process of distributing reports in advance in lieu of waiting to give oral reports at the meetings. This will streamline that portion of the meetings and provide for more informed dialogue.

### **APSAC Priorities – Looking Ahead**

With its twenty-fifth incoming group of new members, APSAC plans to focus this year on renewal. At his induction, Bob Morman expressed three goals for his term as chair:

1. Clarify APSAC's role, communicate our successes, and deepen our influence.
2. Build a cohesive, sustainable leadership team.
3. Institutionalize a healthy culture within APSAC.

The leadership of APSAC and CSSAC will meet regularly to build a more collaborative framework for the two committees to operate within, and in recognition that we often share goals we will exchange representatives to further strengthen ties between our two committees. Similarly, we plan to strengthen our connections and relationships with the University Senate.



Strengthening APSAC's role through increased involvement on key university committees is another central component of our strategic vision. We have added three new university committees for the upcoming year and we will continue to work to identify future opportunities to highlight APSAC's unique ability to provide relevant and timely feedback from administrative and professional staff.

We want to reach out to our constituents in fresh new ways that include monthly brown bag lunches, informal meetings with small groups to discuss the issues that touch them personally, and a revitalized newsletter that delivers information, tools and resources in an easily digestible format that fits their busy schedules.

An internal review of APSAC's Policies and Procedures and Strategic Plan has been initiated by the new chair. The goal will be to honor our continuing responsibility to work collaboratively while addressing our need to remain an effective communications option in a world of competing media.

Working in partnership with Human Resources, APSAC will focus increasing attention on improving and expanding professional development options for all AP staff.

APSAC will continue to conduct a semi-annual survey to glean information from our constituents regarding where we serve the University well and where we can improve.

Through these, and additional measures yet to be solidified, APSAC will continue to grow in our role as a vital link between A/P Staff and the Administration, foster communication among all stakeholders whose lives we touch, and help Purdue University build upon our reputation as one of the world's truly great institutions of higher learning.

## Subcommittee Full Reports

The following key accomplishments of each subcommittee were submitted by the 2011 outgoing Chairs at the end of their terms for the January 1 - December 31, 2011 timeframes.

### **Communications**

#### **APSAC - 2011 Annual Activities Report Communication Subcommittee**

The Communications Subcommittee of the Administrative and Professional Staff Advisory Committee was restructured in February 2011. Prior to this transition, the Communication Subcommittee was chaired by the APSAC vice-chair and comprised of the chairs and vice-chairs of the Membership and Staff Relations, Professional Development, and Comp and Benefits subcommittees. This structure allowed good communication to constituents but did not create a committee that could focus on enhancing our communications with AP staff.

The newly restructured Communications Subcommittee consists of the chair, vice-chair and additional members from the full APSAC membership and must include the vice-chair of APSAC as a member. The 2011 committee included:

- Chair – Mark Straw
- Vice Chair – Archie Allen
- Member – Bob Morman (APSAC vice-chair)
- Member – Shanna Brinegar
- Member – Robin Cunningham
- Member – Paul Pratt (Calumet APSAC representative)
- Member – Mark Sobers (Emeritus member)

The initial charge of our subcommittee was to create an APSAC communications plan per the 2011-14 APSAC Strategic Plan. A Communication guidance document was published in May of 2011. The primary focus of this document was to give direction to the communications subcommittee. As a result the subcommittee was charged with the following responsibilities:

- Identify and follow best practices in communications.
- Develop tactical communication plans that translate APSAC's ideas and goals into a manageable and effective message.
- Use technology (email, websites, e-newsletters, online videos and social networks) to better serve APSAC constituents and tell the story of how APSAC's programs and activities support its mission.
- Serve as the focal point for information transfer
- Evaluate the effectiveness of APSAC's communications practices.

Our subcommittee took are responsibilities to heart and have initiated and or completed the following activities:

- Conducted the APSAC Effectiveness Survey of all AP staff
    - Over 800 AP staff completed the survey
    - The survey focused on evaluating the effectiveness of communications and communication methods
    - Data evaluated indicated that:
      - Of the activities/programs presented by APSAC, respondents were most interested in Professional Development Grants, Staff Resource Fair, and the Lovell Leadership Series at a level of 46, 33 and 29 %, respectively
      - Constituents prefer receiving information via email, followed by the website and social media
      - Monthly updates are often or always read by 64.5% of respondents
      - 88 % of respondents never or rarely contact their APSAC representative
  
  - We implemented new procedures for the completion and dissemination of monthly updates. All Update material is to be channeled to Robin Cunningham. Thanks Robin!
  
  - We modified the SharePoint file system by:
    - Established a naming conventions policy for saved documents.
    - Restructured the page for improved navigation and organization of materials
- \*\* A special thanks to Mark Sobers and Carrie Hanson for their efforts on this project\*\*
- Created a Power Point presentation that gives an overview of APSAC. The primary focus of this project was to create a tool to educate AP staff on what APSAC is and what we do. The presentation is available in SharePoint for all APSAC members to utilize in constituent meetings.
- \*\* A special thanks to Shanna Brinegar for her efforts on this project\*\*
- Initiated discussions with MSR to revise the new member orientation in an effort to:
    - Clearly define the communication expectations of all APSAC members to their constituents.
    - Evaluate and potentially modify the system of maintaining list serves to be sure they are updated with personnel changes and remain current for all areas.
  
  - Reviewed the webpage and established a procedure for modification of page content
    - Defined a procedure for channeling all webpage changes through one point of contact to the webmaster.
    - Reviewed constituent feedback mechanisms and the distribution of questions to the appropriate subcommittee chair to verify that information requests are being channeled to the appropriate subcommittee.

- Conducted a survey of AP staff to identify the traits desired of the next President of Purdue.
  - There was a tremendous response to this survey which spurred a campus wide survey conducted by the Special Advisory Committee to the Presidential Search Committee appointed by the Board of trustees.
  - Our survey information was summarized and incorporated into the Special Advisory Committee report to the Presidential Search Committee.

It has been my distinct pleasure to work with an exceptional group of individuals in this the inaugural year of the Communications Subcommittee.

Respectfully,  
Mark Straw  
2011 Chair

### **Compensation & Benefits**

**Date:** January 11, 2012  
**From:** Cristina Farmus  
**To:** APSAC Compensation and Benefits Subcommittee  
**Subject:** 2011 Annual Report

### **2011 Goals**

- **Blue Ribbon Health Committee** - At the beginning of the year, the Compensation and Benefits Subcommittee established several goals, one of them being to serve as a sounding board to the Blue Ribbon Health Committee. APSAC did not obtain representation on that committee, but we received regular updates from Luis Lewin, VP of Human Resources. The most important outcome of the Blue Ribbon Health Committee work is the progress on establishing an on-site clinic where Purdue faculty and staff would receive basic medical care at discounted rates. The location for the new clinic is the unused grocery store in the Purdue West Plaza. The clinic is estimated to become operational in fall 2012, with a doctor and several nurses on staff, and a lab for blood work.
- **Director of Compensation and Benefits** – One of our goals was to establish a close relationship with the new Director of Compensation and Benefits. Brent Bowditch has just been hired in this position in December 2011, thus the relationship with him would need to be developed in 2012.
- **Staff Excellence Award** – The committee obtained approval and recurring funding (\$1,500 per year) from Luis Lewin to grant one AP Staff Excellence Award per year. 25 nominations were received and

based on the committee grading, the inaugural award was given on May 11, 2011 to Betty Jones-Bliss, Associate Director of the Center for Food and Agricultural Business (CAB) in the Department of Agricultural Economics. Activities are planned to advertise the 2012 award and request nominations.

- **Disseminate Information about Health Plan Changes** – Our subcommittee received two updates from Becky Gutwein, the Benefits Manager in charge of designing various options for the Purdue health insurance plans. The same information was also disseminated at a regular APSAC meeting. Human Resources executed an extensive information and education campaign for open enrollment in fall 2011. APSAC contributed to that by including relevant information in the monthly updates sent to all AP staff at Purdue. The changes in the plan design were reasonable, considering the rise of the health care cost and the overall health insurance environment.

### **Other Initiatives**

- **New Employee Orientation** – As a result of the joint meeting between APSAC and CSSAC, the Compensation and Benefits Subcommittee is now involved in planning a West Lafayette campus wide New Employee Orientation session, which all new AP, Clerical and Service employees would attend. Two members of our subcommittee are involved in this initiative spearheaded by Brenda Coulson, Purdue Director of Talent Acquisition, which is expected to be implemented by fall 2012.
- **Voluntary Benefits** – One subcommittee member is part of a task force working on offering Long Term Group Care to current Purdue employees and their adult family members. Open enrollment for this voluntary benefit is expected to happen in spring 2012, preceded by an extensive educational campaign.
- **Paid Staff Sabbatical** – The idea is to offer a new benefit to Purdue AP staff members so that they may take paid time off to achieve something, to fulfill some goal, such as writing a book, doing humanitarian work, or becoming involved in a community initiative. The Compensation and Benefits subcommittee has identified the work done in the past in this respect and is drafting a policy that outlines the process, but also highlights the need and benefits to Purdue. A draft will be formulated internally in our subcommittee and then submitted for review and approval to Luis Lewin in 2012.

### **Membership & Staff Relations**

#### **Membership and Staff Relations Subcommittee Report**

**January 1 – December 31, 2011**

**Members:** Bonnie Fox, Chair to June 6, 2011; Bob Morman, Vice Chair to March 30, 2011  
Michelle Davis, Interim Chair (June to December 2011); Amy Carlson, Vice Chair to October 2011; Beau Moore, Vice Chair to December 2011; Chair in January 2012  
Donya Lester and Kim Myers/Ashley Simmons (IPFW)

**Emeritus Members:** Cherry Delaney and Kevin Maurer to 5/2011; Nick Howell

**New in August 2011:** Jaime Turner (accepted a new position in September 2011)

The mission of the Membership and Staff Relations (MSR) subcommittee is to provide support to APSAC members and the Administrative/Professional staff members they represent. Bonnie Fox assumed the Chair position and Bob Morman was selected as the 2011 MSR Vice Chair. The MSR subcommittee formally met nine times in 2011.

In February 2011, it was announced that Bob Morman and Mark Straw had been reassigned to the Communications Subcommittee. This left the MSR Subcommittee temporarily short-handed until the new spring recruitment process was completed at which time, Beau Moore joined MSR.

This spring, MSR sought and interviewed applicants from across the West Lafayette campus for eight (8) open positions. This number of vacancies is up from six (6) open positions during the 2010 recruiting period. This was the first year that applicants could apply online.

The term of service is three years (June 1, 2011 until May 31, 2014) unless otherwise noted:

- College of Agriculture, Cooperative Extension Services, School of Veterinary Medicine
- College of Engineering, College of Technology
- College of Health and Human Sciences, College of Pharmacy (term is June 1, 2011- May 31, 2015)
- College of Liberal Arts, College of Education, School of Management
- Executive Vice President for Business and Finance, Treasurer, Internal Audit, Senior Vice President for Business Services and Assistant Treasurer
- Intercollegiate Athletics, Vice President for Development
- Office of the President and Areas reporting directly to the Provost, Office of Marketing and Media, Board of Trustees, Vice President for Ethics and Compliance, WBAA (2 openings)

There was a large decrease in the number of applicants this year – 12 for 8 positions (3 from College of Agriculture, including Cooperative Extension Services; 2 from College of Engineering, College of Technology; 1 from College of Health and Human Sciences, College of Pharmacy; 2 from Executive Vice President for Business and Finance, Treasurer, Internal Audit, Senior Vice President for Business Services and Assistant Treasurer; and 4 from Office of the President and Areas reporting directly to the Provost, Office of Marketing and Media, Board of Trustees, Vice President for Ethics and Compliance, WBAA (2 openings)). In 2010, we received 22 applications for 5 positions. This may be contributed to a number of factors – added responsibilities and duties making it difficult to receive permission from supervisors for time off to participate; fear of job loss (i.e., budget cuts by state), etc.

No one applied for the College of Liberal Arts, College of Education, School of Management vacancy. The current representative agreed to serve for one more year or until another representative could be found.

In June, Bonnie Fox, Chair of MSR and representative for the College of Science resigned her position on

APSAC. Rhonda Kerr, representing the Vice President for Information Technology, was appointed to serve as an At-Large member and was no longer able to represent the VPIT area. The MSR Subcommittee conducted a search and Jaime Turner was selected to fulfill the remainder of the term (through May 31, 2012) for Bonnie Fox and Bob Geswein was selected to fulfill the remainder of the term (through May 31, 2013) for Rhonda Kerr. In addition, Amy Carlson moved from the Comp and Benefits Subcommittee to the MSR subcommittee and agreed to serve as Vice Chair of MSR through December 2011 and serve as Chair of MSR beginning January 2012, with Beau Moore to serve as Vice Chair beginning in January 2012. Michelle Davis was asked and agreed to serve as the Chair of MSR through December 2011 due to Amy being new to MSR.

In late September, Amy Carlson resigned her position on APSAC, effective October 30, 2011 as she accepted another position at the University, outside the areas of Vice President for Research and Discovery Park. Beau Moore was then appointed as Vice Chair of MSR.

Jaime Turner also resigned her position on APSAC as she accepted another position at the University outside the College of Science.

In October, Charlie Roberts, representing the areas of Intercollegiate Athletics, Senior Vice President for External Relations and Vice President, announced his resignation from APSAC as he is leaving the University.

MSR conducted a search to fill the vacancies above and in November 2011, Kaethe Beck was selected to represent the areas of Intercollegiate Athletics, Senior Vice President for External Relations and Vice President for term of December 2011 – May 31, 2014 and Nancy Smigiel was selected to represent the College of Science for term of December 2011 to May 31, 2015.

No applications were received from the Vice President for Research and Discovery Park areas, therefore this position will be filled as a part of the Spring 2012 membership drive.

MSR continued the APSAC mentoring program by assigning second and third-year members as both primary and secondary mentors to new members in April. Primary mentors were on the same subcommittee as their incoming mentee was assigned to, with the hopes of helping new members not only transition on to APSAC but also on to their subcommittee. Mentors were asked to host new members at the May reception. In addition, MSR provided materials offering guidance to mentors on their responsibilities with new members.

As a part of the mentoring program, MSR provides a new member guide to each new member in May. This guide provides introductory and training materials on:

- APSAC Overview
- Policies and Procedures
- Strategic Plan
- University Committees
- Communicating with Constituents

Beau Moore created a new Constituent Tracking Form that was first tested by the Executive Committee and then presented to the full Committee. Members will begin reporting on their contact with their constituents using the new form in January 2012.

MSR also revised and submitted a timeline for the year 2011-12 and meeting minutes and agendas from our formal meetings were posted on the APSAC SharePoint site.

Due to the amount of turnover with MSR members, and with several former MSR members being reassigned to the Communications subcommittee, MSR has not set any formal goals. However, we have been and will continue to work toward the Strategic Initiatives outlined in the APSAC Strategic Plan for 2011-2014 in order to report on our work in 2012.

In Spring 2012, MSR will seek A/P applicants from across the West Lafayette campus. The areas of vacancy for the June 1, 2012 – May 31, 2015 term for the West Lafayette campus are:

- Associate Vice President for Housing and Food Services
- College of Agriculture, Cooperative Extension Services, School of Veterinary Medicine (2 openings)
- College of Engineering, College of Technology
- College of Liberal Arts, College of Education, School of Management
- Vice President for Information Technology
- Vice President for Student Affairs
- Vice President for Research, Discovery Park

The application deadline for membership is February 15, 2012 and interviews will take place in March. Beau Moore, 2012 MSR Chair will coordinate that process. As of December 31, 2011, a Vice Chair for the MSR Subcommittee has not yet been named.

/md  
1/5/12

## **Professional Development**

### **APSAC Professional Development Subcommittee Report 2011**

#### **Members**

- Dachea Hill Bryan (through May)
- Marsha Freeland (emeritus as of May)
- Amy Keene, chair
- John Laswell (beginning May)
- Olivia Maddox
- Angela Paxton, vice chair
- Mollie Pennock (through May)
- Linda Rose (through May)



- Robin Shanks, chair of APSAC
- Nancy Smigiel (beginning December)
- Ed Wiercioch (emeritus as of May)

The Professional Development Committee began the year with a lecture funded by The Richard A. Hadley Professional Development on January 26, 2011. Teri Lucie Thompson's presentation gave employees information on how to leverage one of their most important assets -- their personal brand.

Survey response from 32 of approximately 85 attendees:

- 75% Excellent
- 25% Met my expectations
- 0% Needs improvement
- 17 surveys contained additional comments

Our second lecture on April 21, 2011, was funded by the Lovell Leadership Endowment. Phillip Anderson, of the Greenleaf Institute, presented content based on the book "The Case for Servant Leadership." Attendees received a copy of the book.

Survey response from 94 of approximately 150 attendees:

- 71% Excellent
- 27% Met my expectations
- 2% Needs improvement
- Approximately half of the surveys contained additional comments

Mr. Anderson also presented a key note session to APSAC members, in line with our strategic goal of providing additional professional development opportunities to our membership.

We created an online application process for our \$750 professional development grants that are offered to Administrative and Professional staff twice each year.

Grant Application data from Spring 2011:

- 59 total applications
- 55 eligible applications
- 22 grants awarded
- \$14,843.30

Grant Application data from Fall 2011:

83 total applications  
69 eligible applications  
19 grants awarded  
\$13,650

Many of our members participated in a pilot group to test Career Planning webcasts Human Resources developed.

For 2012, the PDC chair will be Angela Paxton and the vice chair will be Jon Laswell. Plans are in place to host the Hadley lecture on February 15<sup>th</sup>, continue to provide professional development grants, and to host the Lovell Leadership series in 2012.

We also hope to consider requests to provide staff members access to advanced tool training (ex. Excel), continue the support of the Great Reads for Leadership book club hosted by Human Resources, and consider hosting a resource fair again (traditionally a biannual event).

## APPENDIX A

### **SMALL GROUPS DISCUSSION – APSAC & CSSAC Joint Meeting**

Robin Shanks, APSAC Chair explained that the chairs and vice chairs of both committees met to decide the topics for this annual joint meeting. The result of this meeting produced four areas that most impacts all employees of Purdue.

a. Do I know as much about my benefits as possible? i. Led by Bob Morman: This group talked at length about ways to let constituents know about benefits they may not be aware they have. Putting a link about benefits on the APSAC and CSSAC websites, beginning a spotlight on benefits feature in Purdue Today, and finding out how many employees allow their benefits to be chosen by default were among the suggestions made by the group

b. Support of participation in APSAC/CSSAC i. Led by Pam Jones: Group talked about having articles in Purdue Today on a regular basis. Perhaps a feature could highlight what the groups' committees are doing. Other suggestions included doing more PowerPoint presentations around campus with CSSAC and APSAC representatives talking about how what they have learned and how serving on the committees helped them do a better job during performance reviews.

c. Doing more with less i. Led by Robin Shanks: Shanks stated that most people seem to enjoy working at Purdue, and feel they have risen to the challenge of the times. Shanks added that it is occasionally difficult for some to see how their own efforts fit into the overall success of the University. That is something APSAC hopes to foster in the future, helping staff recognize the importance of their contributions.

d. Civility in the workplace i. Led by Gary Carter: The group talked about how the feeling of the "Purdue family" is not as strong as it used to be. He said they talked about the importance of developing supervisor-employee relationships early, and of being proactive rather than reactive. The diversity and culture differences at the University were also discussed.

## APPENDIX B

# APSAC Strategic Plan

# 2011-2014

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### **Mission:**

To serve the university as a representative committee of Administrative/Professional (A/P) Staff

### **Core Values:**

Act with INTEGRITY

ADVOCATE for A/P Staff

COMMUNICATE effectively

COLLABORATE creatively and inclusively

### **Goal 1: Be representative of A/P Staff**

#### **Strategy 1: Build relationships with constituents**

- Actively share information
- Solicit feedback
- Address concerns
- Recruit new APSAC representatives

#### *Metric:*

- 12 monthly updates distributed by the end of the respective month
- Increase member applications by 5% annually for the next 3 years
- Get monthly count of unique website hits (Google Analytics)
- Semi-annual APSAC performance survey

#### **Strategy 2: Build relationships with senior administration**

- Participate on key university committees
- Ensure A/P staff input is considered
- Contribute to policy development
- Improve reporting processes

#### *Metric:*

- Track the number of standing University and adhoc committees APSAC is involved in
- Measure the number of initiatives that are put forth by APSAC that are a) adopted by the University and b) not adopted by the University
- 100% submission of constituent tracking contact reports

## **Goal 2: Strengthen APSAC's presence**

### **Strategy 1: Enhance APSAC's communication methods**

- Develop a communication plan by June 1, 2011
- Invite guests to share and receive information

*Metric:*

- *Count the number of University representatives that present at APSAC meetings*

### **Strategy 2: Increase APSAC's visibility**

- Promote activities, events, and changes
- Promote APSAC to constituents
- Engage supervisors to encourage staff utilization of APSAC offerings

*Metric:*

- *Evaluate the effectiveness of promoting events through various media.*

## **Goal 3: Champion professional development for A/P staff**

### **Strategy 1: Provide professional development opportunities**

- Lovell Leadership Series, Hadley Speaker Series, APSAC Professional Development Grants for A/P staff

*Metric:*

- *Measure attendance at events*
- *Track reviews of APSAC events (Qualtrics)*
- *Track and analyze grant application data*

### **Strategy 2: Create professional development opportunities for APSAC members**

- Develop two offerings using university resources to enhance skills of APSAC members (e.g. change management, leadership, communication, writing...) each calendar year for the duration of this plan

*Metric:*

- *Analyze effectiveness of opportunities via Qualtrics survey*