



ADMINISTRATIVE & PROFESSIONAL STAFF
ADVISORY COMMITTEE

2013-14 Annual Report

Submitted by:

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Executive Summary

In its most recent years, APSAC looked to past leaders to define our history and took the necessary steps to learn from the past and make changes where necessary to enhance the present. Therefore, it seems fitting that the 2013-14 reporting year should be focused on the future.

The future looks brighter as we have put another year under our collective belt. We built relationships with administrators that had previously gone underdeveloped. We focused on taking the strategic first steps to communicate the committee's value, not only to administrative and professional (A/P) staff, but to the University as a whole. Finally, we started to hold ourselves accountable for addressing the most pressing concerns of all staff.

APSAC began receiving monthly reports from the President's office for the first time this year, a luxury once afforded only to members of the University Senate. This new relationship is one that should have been conceived when APSAC was formed in 1988. Developing a relationship with Chief of Staff Gina DeSanto has provided APSAC with a direct ear to the President so he can hear comments and suggestions APSAC receives from the remarkable A/P staff members employed at this prestigious institution. Moreover, APSAC has had the opportunity to participate in candid conversations with President Daniels to provide suggestions for improvements. One suggestion relates to a new segment in the committee's monthly newsletter, in which the President will answer questions from staff members. This new relationship will only blossom in years to come, and hopefully will extend to future University leaders.

It would be naïve to think that APSAC could increase its presence on campus without first strengthening its current connections and creating new ones. To help increase APSAC's standing within our current committees, we're taking more vocal leads in addressing topics from a staff member's standpoint. As we continue to join newly formed committees, we strive to become thought leaders from the outset. By building our value and enhancing our credibility—thereby building trust among our colleagues—we will be ready to take a more active role in being a sounding board for future strategic University initiatives.

One of the greatest accomplishments APSAC had during reporting year 2013-14 was using its joint meeting with CSSAC to identify concerns that matter most to staff at Purdue. This year, we got back to the basics and used this meeting as it was originally intended. By the end of the session, we'd determined five goals for each committee to address. This exercise gave APSAC and CSSAC subcommittees a renewed focus and a revived sense of direction that had been dormant over the past couple of years. Each APSAC subcommittee was asked to use the exercise as a spring board to continue searching for new ways to address concerns members hear on a daily basis. As long as the future leaders of APSAC continue this tradition, there are no limits to what APSAC can accomplish.

We are Purdue. What we make moves the University forward. We trust that our stakeholders feel the same way. Boiler Up and Hail Purdue!

Annual Report

Established under University Policy V.B.2, it is Purdue University's policy to solicit and carefully consider suggestions and advice from A/P staff when forming University policies and procedures and in other matters relating to the terms and conditions of A/P staff employment. To this end, the University formed the Administrative and Professional Staff Advisory Committee (APSAC) to serve the University as a representative committee.

Having been established to meet the aforementioned objectives, APSAC has committed to engage with University administrators to provide perspective and feedback concerning opportunities and challenges within the University, and advocate on behalf of A/P staff to help campus leaders make sound, informed decisions, as well as disseminate important information.

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.

The priorities as set by current Chair Beau Moore for APSAC during the June 2013 through May 2014 reporting period where to:

1. Continue to extend APSAC's reach and presence on campus
2. Develop new and innovative ways to impact matters relating to the terms and conditions of A/P staff employment
3. Enrich the APSAC experience for its members and expand recruiting efforts to continue to bring in the best and brightest A/P staff members to fill vacancies

Continue to extend APSAC's reach and presence on campus

While extensive work was done in reporting year 2012-13 to re-establish APSAC's mission and clarify its role by communicating successes and deepening influences, it was crucial to maintain momentum so that the group's hard work would not be wasted. For APSAC to be effective, the committee had to be heard and be seen.

Be Heard - Taking More Active Roles on University Committees

The quickest way to attain the level of presence you want is to leverage your existing contacts. What better way to do that than to be more involved in the cross-functional committees in which APSAC already takes part. Members who sat on existing committees showed their passion by speaking up and asking tough questions that were oftentimes overlooked in the past. APSAC members began to step into leadership positions to develop recommendations for improving the University. One example is the Health Care Strategy Committee, for which two APSAC members each chaired two different subcommittees.

This initiative helped members develop a stronger voice for the concerns of the A/P staff; as long as we continue this behavior, it will only serve us better over the long haul.

Be Seen – Getting More Involved With Campus Initiatives

A group cannot extend its presence without taking on more responsibility. That is exactly what APSAC did over the past year. Members were granted the opportunity to participate on several new committees that were formed as a result of staff feedback. For example, APSAC is part of the Bicycle Task Force, formed to look at making Purdue's campus safer for pedestrians and bicyclists alike. Members also participate on the University Leaves Committee, which looks at leaves benefits afforded to faculty and staff. Additionally, members are key contributors to the Quality of Work Initiative, which looks at overall engagement of the non-academic staff. We even formed our own ad-hoc committee with CSSAC to help the savings@purdue team identify areas of opportunity to make the University more financially efficient.

These efforts, as well as other efforts that will be mentioned in the following goal, have helped APSAC increase its value. Our long-term goal is to use the committee's increased value to be considered a major contributor to the shared governance that is essential to Purdue's success. This goal is attainable, as long as we continue to look forward and ask the question, "What Else?"

Develop new and innovative ways to impact matters relating to the terms and conditions of A/P staff employment

Deepak Chopra once said "Always go with your passions. Never ask yourself if it's realistic or not." During this reporting year, APSAC has lived this quote, whether by having more brown bag sessions to illuminate what staff members are passionate about, having direct access to key administration to ask the tough questions and make suggestions, or providing direction by giving ourselves assignments to tackle the biggest concerns APSAC and CSSAC have heard.

We have developed APSAC Brown Bag Lunches during the fall, spring and summer as part of a two-fold initiative. The first goal is to continue to let people know who we are and what we do, but the second is to get a better pulse on staff concerns. We have had focused sessions on cost-savings ideas provided by employees, current work being done by APSAC, and the Quality of Work Initiative. Going forward, we plan to encompass more town hall-style meetings to bring in different speakers to communicate the current initiatives and successes to staff, as well as take direct questions and feedback.

APSAC has had the support of the Vice President for Human Resources (VPHR), but more recently we asked Gina DeSanto to join our regular monthly committee meetings to give a perspective from the President's office. During this reporting year, we have used this new contact to gain a better perspective of the initiatives coming out of Hovde Hall; we plan to partner with Gina, President Daniels, and staff in a more interactive way to address various concerns. We also continue to be a sounding board for VPHR Luis Lewin and his staff to hear new strategies and ideas that may provide a better work experience for Purdue employees.

During the annual APSAC/CSSAC joint meeting, members focused on identifying 10 initiatives to address between the two organizations. We focused on topics related to compensation, benefits, professional development, communication, and staff relations to list problems we have heard and formulate ideas for possible solutions. APSAC has taken on the task of investigating potential for a professional exchange program that would enable employees to visit and learn from other units and organizations on campus. The group also is benchmarking employees' pay rates across the University to identify wage compression opportunities. We also will search for ways to increase funding for APSAC and CSSAC grants. In addition, we agreed to increase

communication efforts by conducting more informational presentations on campus and adding more articles to our monthly newsletter to better inform employees of what is happening on campus. Finally, we are looking at creating a systemwide awareness campaign for APSAC and CSSAC. We are in the very initial stages of these initiatives, but we are optimistic about the impact these will have on improving the conditions of employment for the staff.

Enrich the APSAC experience for our members and expand our recruiting efforts to continue to bring in the best and brightest A/P staff members to fill vacancies

An intended consequence of the first two goals was to enrich the experiences of our APSAC members. Committee members learned about their individual strengths when we underwent Strengths Finder training in November. Members have since put their top strengths next to their name tag to remind others of their top talents, as well as the fact that we are only effective when we work together to combine our strengths.

In order to expand our recruiting efforts, we have used the additional brown bag lunches, as well as our monthly newsletter, to gain further interest. We have also encouraged our current members to bring guests who we feel would be great additions to APSAC.

Priorities for the new year

As APSAC seeks to develop and expand its relationship with the Purdue administration, the committee will place renewed emphasis upon distributing communications to and engaging with A/P staff. Universities always are in flux, but Purdue in particular recently has experienced a wave of rapid change, which is sure to continue. APSAC members are aware of the role they play in influencing and navigating these changes, which will require the group to create new strategies, initiatives, and connections surrounding effective communications and committee development.

Thus, the priorities as set by current Vice Chair Andrea Thomas for APSAC during the June 2014 through May 2015 reporting period are to:

- 1) Create a new strategic plan, as the previous plan concludes in 2014
- 2) Engage and network more effectively with various campus stakeholders to further enhance APSAC's presence and communication platforms, including its website, monthly newsletter and brown bag lunches
- 3) Facilitate new opportunities for the Purdue administration to connect with A/P staff
- 4) Develop and document sustainable processes to ensure progress made does not dissolve with member turnover
- 5) Empower APSAC members and, by extension, their colleagues to take a more active role in leading positive change across the University

Many of the derived requirements to meet the aforementioned goals already are underway. For example, the President has agreed to create a quarterly video addressing staff members' questions, which will be published on the APSAC website and in Purdue Today. The first video will be filmed in June 2014.

Additionally, APSAC is working on combining the Membership and Staff Relations subcommittee with its Communications subcommittee to create a more cohesive flow of information and provide additional opportunities for member involvement and delegation.

APSAC's annual effectiveness survey currently is underway; survey results are expected to reveal additional prospects for committee improvement, and those enterprises will be communicated as they are addressed.

Moreover, APSAC will continue to explore innovative methods of gathering and distributing information to A/P staff. The group has made strides in the last two years with its newsletter and website and frequently discusses areas in which communication can and should be more transparent and accessible.

Subcommittee Reports

Communications

The Communications Subcommittee of the Administrative and Professional Staff Advisory Committee 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 2013 committee included:

Robin Cunningham –chair

Mike Loizzo – vice chair (resigned APSAC December 2013)

Andrea Thomas – member, APSAC vice chair

Mick Haberzette – member

Kristal Clark - member

Shelley L. Robinson–member

Amanda Hamon – Purdue Today liaison

The Communications subcommittee is charged with:

- Identifying and following communication best practices
- Developing tactical communication plans that translate APSAC’s ideas and goals into manageable and effective messages
- Using technology (email, websites, e-newsletters, online video and social networks) to better serve APSAC constituents and tell the story of how APSAC’s programs and activities support its mission
- Serving as the focal point for information transfer
- Evaluating the effectiveness of APSAC’s communications practices

In 2013, the subcommittee accomplished the following tasks to meet the aforementioned goals:

The Sentinel:

APSAC has received an overwhelming response of positive feedback from all levels of staff and administration regarding the redesigned monthly newsletter, now known as The Sentinel. The communications subcommittee is committed to providing staff with APSAC updates and Purdue news and events that affect the University’s A/P employment. As part of this goal, the subcommittee has added a column from the APSAC chair to address various current topics, highlights on staff benefits, regional campus updates, APSAC member spotlights, and a monthly question to further engage staff members. The Sentinel will continue to evolve based on constituent feedback and APSAC member input.

APSAC website:

The communications subcommittee benchmarked the APSAC website against similar internal sites as part of an effort to build a more user-friendly and attractive repository for APSAC information. The new website launched at the end of 2013, and APSAC representatives now have the ability to update the site as needed as opposed to waiting for a third party to make changes. Currently, three members have been trained to make changes on the site, and plans are underway to distribute website maintenance responsibilities appropriately. The subcommittee believes the new look and feel of the site is more professional, easier to navigate, and more visually appealing than it was in the past. The subcommittee will continue to search for photo opportunities and staff testimonials that will help APSAC tell its success stories on the Web.

Communications submission form:

For efficiency and consistency, the communications subcommittee has designed a form in SharePoint that contains all the needed information to update or submit articles to The Sentinel and Purdue Today, and to make changes to the APSAC website. Representatives Mick Haberzette and John Fassnacht spearheaded this project, which was rolled out in November 2013. Additional changes will be made to the process to improve efficiency and communication between subcommittees.

APSAC effectiveness survey:

APSAC's annual effectiveness survey typically is conducted in the fall each year. However, after discussing the intent of the survey, the communications subcommittee determined that the survey results would be more beneficial to have in the spring, when they are more likely to influence the direction of the committee when APSAC leadership changes. The questions have been updated and the survey will be distributed in April 2014.

Welcome letter:

The Communications subcommittee updated the "New Constituent Welcome Letter," which is sent to all new and constituents by the Membership and Staff Relations subcommittee. The letter was updated to reflect the change in APSAC leadership.

PowerPoint about APSAC:

In response to APSAC chair Beau Moore's desire to increase the quality and quantity of informational and engagement events, the communications subcommittee has created a PowerPoint presentation about APSAC. Moore has updated the content with other slides related to current University issues and continues to use it at brown bag events.

Conclusion:

The Communications subcommittee has made significant advancements during 2013-14 and continues to be hub for better communication and best practices to aid with APSAC's professionalism and branding of the organization.

Still, the subcommittee has struggled to fill vacant leadership roles following the departure of subcommittee vice chair Mike Loizzo, who resigned from APSAC after changing jobs at the University. There is some concern that new members lack the experience to propel the subcommittee's recent successes forward. However, APSAC vice chair Andrea Thomas and Purdue Today liaison Amanda Hamon continue to attend the

subcommittee meetings and can help establish continuity as the group continues its search for new leadership. Increased effort will be made related to establishing and documenting successful processes so positive momentum may be maintained for future generations.

Compensation and Benefits

2013 Goals

Professional Exchange – The committee has put together a preliminary plan for the Professional Exchange program which if adopted it allows Administrative Professional staff an opportunity to interact and work directly with Purdue University departments, other than their own, to develop personal skills that will benefit their Department. This effort is ongoing and will be presented to the full committee in 2014.

Directors of Compensation and Benefits – One of our goals was to establish a close relationship with the new Directors of Compensation and Benefits. The committee had a discussion with the Darrel Castricone, Director of Compensation, and expressed our views on wage compression, compensation and had a discussion on where Purdue sits in these issues in both the Big 10 and in relations to industry. The committee will schedule regular meetings with both Directors in 2014.

Pet Insurance – member of the Compensation and Benefits committee was on the task force to look into possible vendors for the voluntary benefit of pet insurance. A vendor was recommended to the University and they were subsequently contracted.

Staff Excellence Award – Our third Staff Excellence Award winner was Mitchell Nettesheim, senior associate director for facilities and operations, Division of Recreational Sports. A web form was used to create a more uniform nomination submission and recommendation process. There were 21 nominations submitted, all but 3 where via the web form.

Resource Fair – The committee took over the administration of the APSAC Resource Fair. The estimated attendance was between 150-200. The clicker count was 103 but that is a lower bound. A total of 38 vendors attended from the 48 invited vendors.

Health Care Strategy Committee – April Sauer was APSAC's C&B representative on this University Committee. Several initiatives were realized in 2013. The Center for Healthy Living (CHL) opened in February 2013. CHL has been a resounding success. By December, a second physician was being recruited. The medical insurance plan design was completely overhauled with the elimination of the HMO option and implementing two levels of Health Savings Accounts (HSA's). Over the course of 2013, several sub-committees were formed to develop short-and long-term health care strategies for Purdue. These have not been formally adopted by the Board of Trustees. It is anticipated that these will be known by the end of the fiscal year.

Membership and Staff Relations

Membership and Staff Relations Subcommittee Report January 1 – December 31, 2013

Members: Tyson McFall, Chair
Kelly Delp, Vice Chair

Christopher Munt
Joy May
Brooke Koomler – resigned from APSAC in December

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.

- The Spring Membership Search included six (6) open positions in six (6) areas. The term of service is three years (June 1, 2013 until May 31, 2016) unless otherwise noted. Announcements/communications were sent out in Purdue Today (twice), a letter to the deans and department heads was mailed, and a letter/invitation was sent out to AP staff. The APSAC website was undergoing changes and redesign, so the application was filled out through Qualtrics. A total of fifty (50) applications were received, thirteen (13) of whom were interviewed.
- In addition to filling the existing open positions, one (1) at-large member was brought on as well.
- Throughout the year several representatives resigned and the subcommittee either replaced them or filled the position with the At-Large representative.
- Tyson created the Sub-Committee Membership list and the Representatives by Area list to help keep track of the representative terms. These lists were also used to balance out the number of representatives on each sub-committee
- MSR started doing monthly representative profiles for The Sentinel.
- Tyson re-designed the College of Agriculture Constituent Welcome letter to include pictures of all four representatives. This same template will be used for other areas in the future.
- The subcommittee took over the Community Spirit Award. The Spirit Award application timeline was adjusted so that it didn't occur during the Spring Membership Drive. The subcommittee will advertise this award more next year in an effort to get more applications. A list of volunteer organizations is being compiled so that we can contact them directly about the award nomination process.

Professional Development

Members:

January-May

- Jon T Laswell, chair
- Amy Childress, vice chair
- Amy Keene, emeritus
- Dorothy Hughes
- Shellie Lawson
- Ben Wiles

June-December

- Jon T Laswell, chair
- Amy Childress, vice chair
- Kim DeLeon
- Jennifer Oxtoby
- Dorothy Hughes
- Elizabeth Hartley
- Ben Wiles
- Sal Vallejo

The Professional Development Subcommittee began the year with a professional development opportunity for APSAC members the last hour of our general meeting on Wednesday, March 13, 2013. This opportunity as well as the one this year in the fall (November “Strengths Quest”) follows the guidelines of the strategic goal of providing additional professional development opportunities to APSAC members. We hosted Rebecca Ross-Fields from Housing and Food Services Human Resources to facilitate “COLORS” a personality assessment. Originally planned for the April meeting, it was moved up a month to allow space for President Daniels visit to APSAC’s April meeting.

Survey response from 54% attendance (14 attendees of 26 APSAC Members)

71% Excellent 04% Met my expectations 0% Needs improvement

The Richard A. Hadley APSAC Professional Development Series presentation was on Wednesday, May 22, 2013 from 2pm-3:30pm in STEW 214ABCD. Vice Provost for Undergraduate Academic Affairs and Professor of Agriculture and Biological Engineering, Dale Whitaker’s presentation “Collaborating to Promote Student Success”

75% attendance (75 attendees of 100 spaces)

Survey response - 31 of 75 attendees responded (41%)

45% Excellent 52% Met my expectations 03% Needs improvement

The Lovell Leadership Series lecture on Tuesday 11/5/2013 from 9-11:30am in STEW 302 was funded by the Lovell Leadership Endowment. Sadly, the series namesake C.W. Bill Lovell passed away on June 15, 2013. Professor Rodney Vandever from Purdue presented a workshop titled “Leadership is an Attitude” We also streamed live to all regionals and main campus. We have no idea how many people viewed remotely since Purdue uses a third party vendor and the numbers are unavailable.

67% attendance (67 attendees of 100 spaces)

61 People responded to the survey from attendees, including Regional Groups and those who logged on and viewed remotely.

66% Excellent 34% Met my expectations 0% Needs improvement

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

Spring 2013 Grant Application data:

66 Total applications 11 grants awarded Total awarded - \$7,813

Fall 2013 Grant Application data:

52 Total applications 20 grants awarded Total awarded - \$12,960

A second professional development opportunity was offered for APSAC members the last hour of our general meeting on Wednesday, November 13, 2013. Strengths Quest assessment and review was facilitated by Purdue’s Jason Boron. Because a large number responded with “need more time” we are planning a follow-up in the spring of 2014.

Survey response from 14 of 27 attendees

57% Excellent 21% Met my expectations 21% Needs improvement
79% said “needed more time”!

We were responsible for the APSAC Spring Fling cup give away 11pm-2pm in the Black & Gold Gym at the CoRec. It was a huge success with many APSAC staff helping and all cups were given away.

Appendix A

University Committees with APSAC Representation

Business Process Improvement Task Force

Campus Safety Task Force

Division of Recreational Sports Advisory Committee

Faculty Compensation & Benefits

IT Strategic Governance Committee

Martin Award

Parking & Traffic

Retirement Investment Committee

Spring Fling

Staff Appeals Board for Traffic Violations

Sustainability Planning & Assessment Committee

University Policy Committee

University Senate

Voluntary Benefits Task Force

Advisory Committee on Equity

Staff Memorial

Quality of Work Environment Initiative (Engagement Survey)

Healthcare Strategy Committee

Bicycle Task Force

University Leaves Committee

Appendix B

Guest Speakers during APSAC General Meetings

Luis Lewin, Vice President for Human Resources

Adedayo Adeniyi, Director of Leadership & Organizational Development

Mitch Daniels, President

Gina DelSanto, Chief of Staff

Eva Nodine, Director of Benefits

Sue Davis, Benefit Programs Consultant

Darrel Castricone, Director of Compensation

Pam Nesbitt, Director of Academic Units and Employee Communication

Mindy Paulet, Manager of Site Services – Center for Healthy Living

Carol Ben-Davies, Assistant Dean for Diversity and Inclusion Outreach

Kyle Pendergast, President Purdue Student Government

Melissa Johnson, Director of Budget & Fiscal Planning

Appendix C

APSAC Strategic Plan

APSAC Strategic Plan 2011-2014

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