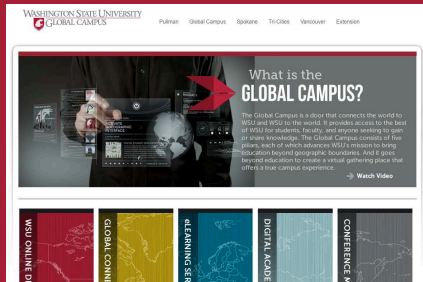


Administrative Professional Advisory Council Strategic Plan 2013-2015



Administrative Professional Advisory Council

Strategic Plan 2013-2015



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Letter to President Elson S. Floyd

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To: Elson S. Floyd, Ph.D.
From: The Administrative Professional Advisory Council
Re: Strategic Plan Update
Date: 2/28/13

Dr. Floyd,

The Administrative Professional Advisory Council was established in 1998. In 1998 social media and high-speed interpersonal communications such as instant messaging, texting, the iOS/Adroid operating systems, and smart-phone communications applicatons in general were embryonic, if they existed at all. From 1998 to 2012 the council has made great strides in communicating with its constituents. The time has come to re-energize the traditional need for two-way communication by taking advantage of the communication channels available today and to measure the effectiveness of each.

The council realizes it is imperative to enact a communications plan with a method in place to measure results. The council feels strongly that as the pace of change quickens so must our response to change; that the overall health of the WSU system depends, to a large degree, on our ability to anticipate and react to changing priorities and shifting availability of resources.

The goals of this strategic plan are:

1. To solidly connect existing communication goals with current technology to ensure all APs are encouraged and enabled to participate, are recognized and appreciated for their participation, and given an equal opportunity to engage in the discussion through their channel of choice in an environment that respects, protects and responds constructively to their thoughts and feelings.
2. To ensure we are meeting the professional development needs of APs through consistent and reliable outreach as well as delivering relevant, timely speaker presentations and events directly related to increasing the intellectual and physiological wellbeing of APs system-wide.

The following pages define specific goals and the means to achieve and measure their effectiveness through our committees. We have combined several committees and broadened the reach of all committees to take full advantage of the strengths of our council members and new communications technologies.

We feel strongly that we have achieved parity in our membership that will sustain an intellectually diverse and thoughtful council membership far into the future.

Sincerely,

Edward Sala, APAC Chair, Design and Development Manager, University Publishing
Denise Faerber, APAC Past Chair, Finance Manager, School of Molecular Biosciences
Bradley Stewart, APAC Vice Chair, Assistant Director WSU Wellbeing, UREC
JJ Oliver, APAC Sec/Treas, Student Affairs Advisor/Counselor, Enrollment Management
Francis Benjamin, Information Systems Coordinator, Department of Psychology
John Brabb, Finance Budget Manager, Crop and Soil Sciences, CAHNRS
Melanie Casciato, Principal Assistant, Professional Programs, WSU Tri-Cities
Larry Clark, Assistant Editor/Web Editor, Washington State Magazine
Karen Garrett, Help Desk Consultant, Front Facing Services, Information Services
Angie Hammond, Director of Student Services, College of Education
Barb Holder, Assistant to Chancellor, WSU Vancouver
Kate Kamerrer, Director of Accounting, Facilities Operations
Adam Koerner, Association Manager, Dining Services
Leslie Little, Associate Director, University Publishing
Vernene Scheurer, Computer Systems Administrator Puyallup Extension Office, CAHNRS
Kasey Webster, Student Involvement, WSU Spokane
Bridgette Brady, Alternate, Director, Parking Services
Darin Watkins, Alternate, Director of Communication: Edward R. Murrow College of Communication

Administrative Professional Advisory Council

Mission Statement

The Administrative Professional Advisory Council (APAC) will provide institutional level representation in support of all administrative professional personnel system-wide, will maintain a variety of channels of communication to ensure effective interactions occur on a regular basis between APAC and its constituents, and will provide opportunities for professional development and recognition for AP employees.

We will do this by:

1. Meeting regularly with WSU senior administration, including the president and provost, the WSU Board of Regents, and various University committees and councils.
2. Developing marketing and communication strategies to ensure our constituents fully understand our mission and goals and the means available to them to communicate with APAC members.
3. Providing a working list of current and future council objectives for all APs with an opportunity to participate in their shaping and in the interpretation of outcomes.
4. Fostering the idea that APAC can assist AP employees in transforming their work life at WSU.
5. Bringing relevant and effective professional development to AP staff through guest speakers, seminars, scholarships, events, workshops and on-line tools.
6. Attending routine, systematic events to solicit and receive feedback from AP employees system-wide.

Administrative Professional Advisory Council

Strategic Plan 2013-2015



Committee Plans

Events and Recognition

Speaker and Presentation

Professional Development

Marketing and Outreach

Events and Recognition Committee

Brad Stewart (Chair), Vernene Scheurer, Kasey Webster, Melanie Casciato, Barb Holder, Leslie Little

The purpose of the APAC Events and Engagement Program is to provide assistance to AP employees in transforming their work life at WSU through specialized events and recognition programs.

Key Goals

- Recognition – To provide opportunities for Administrative Professional staff to be recognized for the dedication and contributions to the WSU system
- Programs – To provide a variety of programs which promote increased engagement of the Administrative Professional staff with the university
- University system-wide event support – To collaborate with various departments and groups throughout the WSU system to promote discussion, work life satisfaction, and engagement with the university.
- Events – To provide a variety of events which engage the staff and promote the development of the staff member.

Action Plan

Task A: Identify various recognition awards for AP employees, develop guidelines and timelines accordingly and discuss available resources with the Budget Committee.

Step 1: Research various awards available to AP staff system wide and identify their application deadlines.

Step 2: Review current guidelines for AP of The Year Award and expand on guidelines for determining winners of award.

Step 3: Determine the need for an additional recipient from a non-Pullman location and include in award guidelines or determine an increase in Marketing.

Step 4: Add revised AP of The Year Award guidelines and procedures to the APAC Guiding Principles document.

Timeline:

Step 1 – by February 28th

Step 2 – by February 28th

Step 3 – by March 8th

Step 4 – by March 29th

Metrics: N/A

Task B: Discuss outreach strategies with the Marketing and Outreach Committee to optimize participation in programs and events.

Step 1: Identify events and programs that Marketing and Outreach Committee can improve engagement and participation with additional communication.

Step 2: Work with Marketing and Outreach Committee to identify appropriate channels of communication for each type of program or event.

Timeline: TBD

Metrics: Survey responses and response rate

Task C: Continue and build upon the success for current programs and events offered by APAC.

Step 1: Continue Employee Appreciation Week and determine various methods in which we can demonstrate an appreciation for employees.

Step 2: Increase involvement and inclusion of branch campuses and extension/research offices in Employee Appreciation Week programming.

Timeline: TBD

Metrics: Participation rates

Task D: Identify and research possible additions to the Events and Engagement Program.

Step 1: Identify additional programs or events to provide to employees throughout the year to engage employees with APAC and the University on a regular basis.

Step 2: Work with APAC Training & Professional Development Committee on potential speaker events to collaborate on.

Timeline: TBD

Metrics: N/A

Task E: Identify other University events in which to provide APAC support and advocacy.

Step 1: Identify additional university committees or groups providing events and programs which increase engagement of employees and support the mission of APAC.

Step 2: Identify ways in which APAC can provide resources or support to these events and programs.

Timeline: TBD

Metrics: N/A

Events and Engagement Program Budget

Revenue	\$0
Expenses	
AP Contribution Awards	\$200.00
Certificate of appreciation for APAC Members	\$150.00
Marketing Costs	\$1,300.00
Food & Refreshments	\$500.00
Events Needs (room reservations, speaker fees, etc.)	\$500.00
Total Resource Request	\$2,650.00

Speaker and Presentation Committee

Francis Benjamin (Chair), Larry Clark, Denise Faerber, Kathleen Kamerrer, Leslie Little, Kasey Webster

The purpose of the APAC meeting speakers is to enlist relevant and informational speakers to present during APAC meetings.

Key Goals

- Relevance and Timeliness - Presenter topics should be relevant to APAC members, AP employees, and WSU.
- Quality – Presentations should provide value to APAC members and AP employees.
- Communication – Presentations provides information for AP employees to increase issue knowledge and to assist APAC members in making informed decisions.
- Interest – The speaker and speaker topics should increase interest in APAC and attendance of APAC meetings.

Action Plan

Task A: Schedule speakers for September - August meetings.

Step 1: Discuss and determine the focus or emphasis of speakers and speaker topics for the next year.

Step 2: Review past speaker list.

Step 3: Review potential speakers list. This includes individuals who are considered as a potential annual speaker and individuals who were previously considered as a speaker, but did not actually speak at an APAC meeting.

Step 4: Discuss potential speakers and speaker topics.

Step 5: Discuss speaking date timing for potential speakers and speaker topics.

Step 6: Select speakers, speaker topics, preferred speaking date and alternate speakers.

Step 7: Gayle confirms speaker schedule with speakers

Step 8: Publication of final speaker schedule.

Timeline:

Step 1 – Step 6 - by Aug. 31st

Step 7 – Following the August committee meeting

Step 8 – Once speakers are confirmed

Metrics: Feedback from APAC members and AP employees

Speaker and Presentation Program Budget

Revenue \$0

Expenses \$0

Total Resource Request \$0

Professional Development Committee

Vernene Scheurer (Chair), Bridgette Brady, Karen Garrett, Angie Hammond, John Brabb

The purpose of the APAC Professional Development program is to bring relevant and effective professional development to AP employees through guest speakers, seminars, scholarships, events workshops and on-line tools.

Key Goals

- Relevance and Timeliness – Training should address the emerging needs for AP employee professional development.
- Sources – Professional development resources should be readily accessible.
- Communication – AP employees should be aware of professional development opportunities.
- Scholarship – APAC has resources to offset expenses associated with field specific professional development for AP employees.

Action Plan

Task A: Review and evaluate the 2011 survey responses for the need of possible action and to determine additional topics for subsequent surveys.

Step 1: Review survey responses and categorize based on topic.

Step 2: Review categorized topics in committee.

Step 3: Determine if responses indicate specific training needs or any action required of APAC not yet taken.

Step 4: Share survey results that may benefit the goals of other APAC committees.

Timeline:

Step 1 – complete

Step 2 – complete

Step 3 – complete

Step 4 – by March 1st

Metrics: N/A

Task B: Discuss available resources to offer hosted training programs with the Budget Committee.

No additional steps necessary

Task C: Discuss outreach strategies with the Marketing and Outreach Committee for additional polling of AP employees to identify current training/development needs.

Step 1: Determine what information will be valuable to collect in this survey.

Step 2: Discuss the best practices for conducting the survey with the Marketing and Outreach Committee.

Step 3: Conduct the survey with the assistance of the Marketing and Outreach Committee.

Step 4: Compile and evaluate responses as a committee to determine current training/development needs of APAC employees.

Step 5: Identify available training resources to meet the requested training/development needs.

Timeline:

Step 1 – by Jan. 11th

Step 2 – TBD

Step 3 – TBD

Step 4 – immediately after survey is closed (survey to be open for two weeks)

Step 5 – TBD

Metrics: Survey responses and response rate

Task D: Assess training opportunities offered through HRS.

Step 1: Identify high impact/real world issues where trainings and/or round table discussion groups would help address AP employee needs, based on survey results or committee research.

Step 2: With the assistance of HRS, identify AP employee “Experts” in high impact/pressure issue areas that have first-hand expertise to assist or advise AP employees in areas needed.

Step 3: With the assistance of HRS, develop programs designed around findings in Steps 1 and 2.

Timeline:

Step 1 and 2 – TBD

Step 3 – TBD

Metrics: N/A

Task E: Make recommendations to APAC and schedule trainings according to approvals.

Step 1: Make recommendations to APAC for approval.

Step 2: Schedule trainings with the assistance of Administrative Assistant.

Step 3: Meet with the Marketing and Outreach Committee to market the training.

Timeline:

Step 1 – TBD

Step 2 – directly after approval

Step 3 – directly after approval

Metrics: N/A

Task F: Discuss available resources to offer professional development scholarship awards with the Budget Committee and develop guidelines and timelines accordingly.

Step 1: If funded, contact HRS to determine if offering a professional development scholarship is within employment regulations.

Step 2: If within employment regulations, identify and contact other departments necessary to make a determination of possibility and process for offering a professional development scholarship.

Step 3: Research scholarship programs of various forms to gather best practices for drafting the professional development scholarship guidelines. Draft the guidelines.

Step 4: Present scholarship guidelines to the Professional Development Committee for review and revision.

Step 5: Present scholarship guidelines to the Executive Committee for review and revision.

Step 6: Discuss pathways for announcement of the scholarship with the Marketing and Outreach Com-

mittee. Proceed with announcements.

Step 7: Receive proposals.

Step 8: Professional Development Committee makes recommendation of scholarship recipient to the Executive Council.

Step 9: Announce the recipient and award scholarship.

Timeline:

Step 1 – by Feb 15th

Step 2 – by Feb 28th

Step 3 – by March 31st

Step 4 – by April 8th

Step 5 - by April 15th

Step 6 – TBD

Step 7 – one month after soliciting for proposals

Step 8 - TBD

Step 9 – TBD

Metrics: Number of proposals from AP employees for the scholarship

Professional Development Program Budget

Revenue	\$0
Expenses	
Scholarship	\$1,000
Development Programs	\$3,000
Total Resource Request	\$4,000

Marketing and Outreach Committee

Darin Watkins (co-Chair), Larry Clark (co-Chair), Bridgette Brady, Karen Garrett, Vernene Scheurer, Kate Kamerrer, Gayle Anderson, Edward Sala, Angela Hammond, Leslie Little, Shirley Cornelius

The purpose of the APAC Marketing and Outreach program is to provide marketing and communication strategies to ensure our constituents fully understand our mission and our goals, to provide new networking and interactive sharing opportunities and provide information about resources and programs available to them.

As APAC begins its efforts to revamp its strategic initiatives, our communication efforts must also be adapted to help support these efforts.

Key challenges

- Relevance – Communication efforts can often become lost when information is not of direct importance.
- Timeliness – Information must be delivered in a timely fashion.
- Constituent exclusive content – information that’s relevant to our specific audience.
- Exclusivity – Are we the only source for this information.
- Two-way communication – feedback needed from constituents.
- Inter-committee communication – ensuring individual teams are coordinating messaging.
- Tools – Are we using the most effective tools for communication?

Key solutions

- The committee has determined that the current newsletter does not meet the needs of APAC’s new strategic initiatives.
- The committee is recommending the consideration of new digital platforms for information delivery, such as updates to the website, blog spaces, and HTML email notifications.
- The committee believes we should use these tools to better develop two-way communications.
- We are recommending the use of member surveys, and are undergoing our first to determine the best pathways for our members to receive information.
- There is also a recognized need for better sharing of information internally, to coordinate shared programs and to provide updates for executive communication.
- There is a strong need for APAC member opinions to be presented to several outside bodies as well, such as the State’s HCA board.

Action Plan

Task A: Assess Existing Communication Pathways – Listserves, webpage, ad hoc committees, etc.

Step 1: Develop a list of existing tools and pathways available for use by APAC.

Examples:

AP Newsletter	AP Blog
AP Website	WSU Announcements
AP Facebook page	WSU News
AP Events	Bulletin boards and flyers
AP Email	Employee meetings

Step 2: Review this list for relevance

Step 3: Survey APs to determine the most effective communication tools for them.

Timeline:

Step 1 – complete

Step 2 – complete

Step 3 – March 1st

Metrics: Examine open rates and usage of AP and University tools and pathways

Task B: Peer Review – What are other institutions doing to facilitate internal communication and constituent feedback?

Step 1: Conduct a survey of other institutions to see what best practices, tools, and pathways are being used, including universities and colleges recognized for their excellence in internal communications.

Example: The University of Minnesota developed an internal communications plan a few years ago, which included best practices from other universities and companies:

- Communicate frequently—Communicate with staff and faculty regularly, even daily. Update content accordingly. People won't feel inundated if they trust and rely on the information, and if they are the correct audience for the information.
- Technology—Provide many ways for students, faculty, and staff to access information; not just one place to get information.
- Clear and honest communication—"Successful internal communication" is not communication that everyone agrees with. It's transparent, timely, accurate, and honest.
- Develop blogs using informal, "real" rhetoric.

Step 2: Ascertain the success of these institutions in communicating to constituents.

Step 3: Ascertain the success of existing university tools in their effectiveness in communicating to our constituents.

Timeline:

Step 1 – between Jan. 30th – Feb. 15th

Step 2 – complete

Step 3 – on-going

Metrics: Peer benchmarks

Task C: Relevant Constituent Surveys - Poll our constituents on a timely topic to provide data to decision makers.

Example: There is a proposal being considered by ASWSU to ban smoking on campus. Can we generate meaningful data on the impacts such a proposal would have on our constituents?

Example: How satisfied are employees at the workplace? In what areas can the university improve?

Timeline: on-going

Metrics: Survey responses and response rate

Task D: Create a Forum for Discussion - Ad hoc committee representatives should generate discussion and potential involvement in a long-range project within their respective committees.

Example: New initiative around the university's emerging bike plan could generate meaningful data.

Step 1: Establish a two-way working relationship with each area for effective communication (ongoing – a future item based in part on user surveys)

Timeline: on-going – a future item based in part on user surveys

Metrics: N/A

Task E: Centralize Information/Communication – Develop a system for distributing information from our various APAC committees, such as scholarships, training, and employee enrichment.

Step 1: Develop a strategy for sharing information

Step 2: Establish a system for sharing this information

Timeline:

Step 1 – complete

Step 2 – on-going

Metrics: None

Task F: Make recommendations about which communication tools should be used, i.e. Facebook, Twitter, listserv, the frequency of their information delivery, and who should deliver the message.

Example: a project could include immediate information such as road conditions and weather warnings to more expanded information on areas such as health benefit changes.

Step 1: Meet as a group to examine the results and develop recommendations.

Step 2: Identify what costs are associated with these recommendations.

Step 3: Identify and prioritize our resource needs.

Timeline:

Step 1 – ongoing – next session in March 2013

Step 2 – TBD

Step 3 - TBD

Metrics: N/A

Task G: Direct communication with university areas - Have APAC members set up a schedule to communicate directly with administrative professionals in their respective areas, and report back regularly to APAC.

Step 1: Establish new schedules for APAC members for communication (TBD)

Step 2: Develop information and provide talking points for each APAC leader (complete – ready for approval)

Timeline:

Step 1 – TBD

Step 2 – ongoing

Metrics: N/A

Task H: Develop talking points from each committee for executive communications

Step 1: Establish a system for collecting and preparing talking points from each committee for AP leadership for use in senior level presentations such as with the University President and the University Board of Regents.

Timeline:

Step 1 – ongoing

Metrics: None

Budget for the Marketing and Outreach Program

Revenue	\$0
Expenses	\$0
Total Resource Request	\$0