MEMORANDUM

TO: Tony Frank, Chancellor of the Colorado State University System
FROM: Toni-Lee Viney, Chair of Administrative Professional Council
       Katie Brayden, Vice Chair of Administrative Professional Council
CC: Lynn Johnson, Vice President for University Operations
     Stacey Baumgarn, Chair of Classified Personnel Council
     Mary Stromberger, Chair of Faculty Council
DATE: February 1, 2016
SUBJECT: APC Feedback and Recommendations, 2015-2016

In an effort to enhance conversation and emphasize productivity with CSU Administration, the Administrative Professional Council (APC) is providing you with feedback of employee experiences and recommendations for your consideration. In preparation for a discussion at the February 8, 2016 meeting, the APC standing committee chairs were charged with the task of collecting feedback from members of their standing committees which involved 41 APC members representing 15 diverse areas at CSU. In the notes that follow, you will find overall priority topics to help frame our discussion. In summary of the feedback that was collected, APC is providing you with the following list of recommendations.

Visible Endorsement and Financial Support of Mandatory Supervisory Training
APC strongly urges you to commit financially to a mandatory supervisory training program, and continue endorsing it publically across campus. During the APC meeting with you in fall 2014 and during the 2016 spring open forums, it seems clear that you agree in principle that a mandatory supervisory program must exist at CSU in order to ensure a better campus climate and employee experience (both for supervisors and supervisees). We appreciate your support for this initiative and feel it is time to act. APC is seeking a stronger commitment communicated broadly from central administration that mandatory supervisory training is a priority both in principle and financially for the University. APC is involved in a working committee to help establish framework around what a mandatory supervisory training program might look like and the resources needed for its success, and we want that momentum to continue. As President, we see you playing a critical role in helping see this effort come to fruition, both in helping to secure funding, and also to help us with the messaging and dissemination of the mandatory component of this program.
Administrative Professional Compensation
AP compensation is an important topic that has gained even more significance as employees have seen inadequate salary increases over the last 7 years. Simultaneously, we are seeing the cost of living in Fort Collins and surrounding areas continuing to increase, along with our healthcare and parking costs. Furthermore, while CSU has committed to enhancing the employer contribution component for the defined contribution plan over a three year span to be completed in FY17 and to be at an average level with CSU peer institutions, we are concerned that this year’s budget will likely not include this increase. Ultimately, many AP’s in FY17 will experience a reduction in pay, given that salary increases cannot keep up with escalating expenses. While we understand that the budget climate is impacting CSU’s ability to provide adequate raises, it is still important that a commitment be made by the administration to provide a healthy salary increase in the near future, as soon as budgets allow.

AP Framework for Classification
Faculty and State Classified employees already have a consistent and well-defined structure for annual evaluations, which provides the groundwork for a similar process for AP’s. Administrative Professional employees have very diverse experiences with annual evaluations, depending on the unit in which they reside. These experiences range from not receiving an annual evaluation to seeing inconsistent metrics used within a unit and across units. It is time to put resources into this process to complete the AP framework classification process. The AP framework will allow us to capture data for AP salary equity, and, if done well, will also function as an opportunity to enhance employee retention. Along the way, APC is seeking broad updates be disseminated to all AP’s on campus as well as a clear timeline on the AP Framework process. Many AP’s are still unaware that the AP framework exists, and few are playing active roles in reviewing that the job descriptions being used to classify them are even accurate. Also, because this classification is somewhat subjective, there is a perception that employees aren’t being treated equally.

Continued Emphasis on Enhancing Campus-Wide Communications
APC recognizes that the University is moving toward enhanced internal communications. During fall 2015, Tom Milligan, Cara Neth, and Pam Jackson attended an APC meeting, and the Council appreciated their input and involvement to help enhance communication efforts. Furthermore, from a Council perspective, we are noticing the positive benefits of shared governance, and appreciate being brought to the table with our peers to discuss a variety of important campus topics. While we value that improvements are being made, we do feel it’s necessary to bring forward additional communication recommendations in an effort to continue to enhance AP employee experiences. Specifically, the following areas were mentioned by APC members:

- APC is seeking a clear update from the University on the future plans of parking, including a timeline and assurance that employee input will be heard. After participating in a useful feedback session on parking last spring, employees are asking for an update on where the parking discussions currently are and when they will be able to offer input.
- Announcements for special meetings like the AP open forum and budget hearings need at least two weeks’ notice in order for many AP’s to work these events into their schedules. In regards
to the budget hearings, we’re appreciative that the BARC process overall brought more AP’s into the decision making process, but feel that this could be further expanded by extending invites to campus to attend the budget hearings for further discussion and transparency.

- APC requests improved mechanisms for feedback to and from all levels of University Administration on large University decisions that affect larger groups of employees across campus. Decisions such as INTO, NWSS, and Todos Santos are a few examples that affect how larger employee groups do their work in connection to these initiatives. Enhancing this type of communication flow keeps not only the Fort Collins campus base of AP employees connected but the large group of off-campus employees (approximately 800+) connected to the initiatives of CSU.

- APC recommends increased communication on the enhancements to the employee experience, including HSA, parental leave, C2C, and alternative transportation via existing structures dedicated to employee messaging (i.e. CAP, C2C, Employee Opt-in Listserv).

- A stronger effort to name Administrative Professionals in places, where AP’s are automatically being lumped in with faculty, such as the genfac list serve and the Colorado State Summary of Salary Increases, for example. (The summary of salary increases was addressed by the Office of the Budgets and will be updated to include AP’s).

**Request for Professional Development Funding**

APC has both observed and received feedback from constituents that funding needs to be improved across campus for professional development opportunities. Currently, AP’s experience drastically different amounts of access to professional development opportunities, depending on what area of campus they reside. This inconsistency and inequity limits the growth, wellness, and efficiency of our workforce. If we believe our greatest asset is our people, then we must support and make it an expectation that our people are given the ability to attend training opportunities. We are requesting a pool of dollars, for which faculty and staff of all types can use to apply for professional development scholarships.

We are fortunate that CSU provides many free professional development opportunities through mechanisms that include PDI’s and the Office of Training and Organizational Development. However, there are many supervisors on campus that will not allow their staff to take advantage of these trainings, for a variety of reasons. A public acknowledgement from you regarding the value of these training opportunities and your request that supervisors make reasonable accommodations to allow their employees to take advantage of these great offerings would be greatly appreciated.