

M I N U T E S
Commission on Administrative and Professional Faculty Affairs
September 6, 2005

Present: Christie Boone, Lou Gorr, Pat Hyer, Frances Keene, David Moore, Joan Moore, Kerry Redican, Mike Roberts, Lori Anne Sheppard, Carl Stafford, Toni Stroter, Cathy Sutphin, Matt Swift, and Linda Woodard

Absent: Ellen Biltz, Tom Gabbard, and Gerhardt Schurig

cc: Melissa Breen, Karen Mabry, Joyce Morgan, Lou Ann Phipps, and Sarah Porter

1. Introductions

- Commission Chair Joan Moore welcomed those in attendance.
- Members introduced themselves.

2. Survey of Administrative/Professional (A/P) Faculty

- Joan Moore described her interest in doing a survey of A/P faculty to learn of their concerns so that CAPFA could address identified issues that would be within purview of the commission. She recommended a relatively brief survey, possibly using the survey.vt.edu tool. The commission was then given a quick overview of recent faculty surveys so that members would know what data are already available and possible sources of questions for the A/P survey.
- AdvanceVT recently conducted a comprehensive survey of the Teaching and Research faculty. The survey did not include A/P faculty. Topics such as leadership development, leadership opportunities, management practices, decision-making processes, faculty recruitment, work/life issues, experience of possible discrimination, departmental climate, and university climate were addressed. Survey results will soon be available at www.advance.vt.edu.
- **Action:** Pat Hyer will send the AdvanceVT survey tool to Joan Moore.
- A second survey, developed and conducted by the Center for Survey Research in cooperation with Human Resources, the Office of the Provost, EO, and Multicultural Affairs, sought opinions of faculty and staff who voluntarily left the university during the period May 2002 to December 2004. All segments of the exiting employee population were surveyed. Topics were similar to those in the AdvanceVT survey, including opportunities for advancement, possible discrimination, fair treatment, department and university climate, participation in decisions affecting them, and reasons for leaving the university..
- **Action:** Linda Woodard will send the exit survey tool to Joan Moore.
- A third survey, conducted by the Staff Senate, sought topics of importance to the staff and informed staff of their vital role in the university governance process.
- **Action:** Lori Sheppard will send the staff survey tool to Joan Moore.
- Commission members agreed that an on-line survey of the A/P faculty could identify issues of importance to A/P faculty as a group, and to subsets of A/P

- faculty (administrative, academic support, Student Affairs, and Extension A/P faculty).
- The following members volunteered to serve on a sub-committee that will prepare a survey of the A/P faculty: Lou Gorr, Frances Keene, Joan Moore, Lori Sheppard, and Matt Swift.
 - **Action:** Joan Moore will contact sub-committee members to schedule a meeting for mid-September. The sub-committee will draft a survey using survey.vt.edu for the commission's further review and comment.
3. Agenda Items for the Year
- Members agreed that the A/P faculty survey results will influence the agenda items addressed by CAPFA in 2005-06.
4. Next CAPFA Meeting
- **The next CAPFA meeting will be held on October 7, 2005, 10:30 a.m. – noon, in the President's Board Room, 210 Burruss Hall.**

Respectfully submitted,

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MINUTES

Commission on Administrative and Professional Faculty Affairs
October 7, 2005

Present: Ellen Biltz, Christie Boone, Tom Gabbard, Lou Gorr, Pat Hyer, Frances Keene, Joan Moore, Mike Roberts, Lori Anne Sheppard, Cathy Sutphin, Matt Swift, and Greg Troy representing Gerhardt Schurig

Absent: David Moore, Kerry Redican, Carl Stafford, Toni Stroter, and Linda Woodard

1. Revisions to Survey of Administrative/Professional (A/P) Faculty

- Committee members discussed the draft version of the survey of A/P faculty.
- Action: Suzie Karlin will incorporate all suggestions into a new survey.vt.edu form and provide the revised survey to Joan Moore.
- Action: The survey subcommittee (Gorr, Keene, Moore, Sheppard, and Swift) will further revise the survey and share the document with the full committee by the end of October.

2. Replacement of CAPFA representatives

- Charlie Stott, current A/P faculty representative to the Commission on Classified Staff Affairs, will be unable to complete his term of service, which ends in Spring 2006.
- Mara Barker, current A/P faculty representative to the Commission on Faculty Affairs, will be unable to complete her term of service, which ends in Spring 2007.
- Commission members returned to the original election ballots for each position and found that Mara Barker ran unopposed; Charlie Stott ran against Mike Freel (Rec Sports) and Bill Sanders (Information Technology).
- Action: Commission members asked Joan Moore to contact Mike Freel to ask if he would be willing to serve as the CAPFA representative to the Commission on Classified Staff Affairs, and to contact Bill Sanders to ask if he would be willing to serve as the CAPFA representative to the Commission on Faculty Affairs.
- Matt Swift will be moving in October from the Budget Office, which is part of the general administration grouping, to a position in Mechanical Engineering, which is part of the academic affairs grouping. Commission members agreed that Matt should continue to serve on CAPFA for 2005-06, but would need to be replaced for the remainder of his term by someone in general administration.

3. CAPFA Meeting with Provost Mark McNamee

- The next CAPFA meeting will be held on November 4, 2005, 9:00 – 10:00 a.m., in the President's Board Room, 210 Burruss Hall. Dr. McNamee will discuss the update to the university strategic plan.

Respectfully submitted,

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MINUTES

Commission on Administrative and Professional Faculty Affairs
February 8, 2006

Present: Christi Boone, Lou Gorr, Pat Hyer, Joan Moore, Mike Roberts, Lori Anne Sheppard, Carl Stafford, Cathy Sutphin, and Linda Woodard

Absent: Ellen Biltz, Tom Gabbard, Frances Keene, David Moore, Kerry Redican, Gerhardt Schurig, Toni Stroter, and Matt Swift

1. Results of the CAPFA Survey:

- 357 of 776 administrative and professional faculty responded to invitations to complete an on-line CAPFA survey during October/November 2005. General survey results were as follows:
 - 1) With which group do you most identify?
 - Academic Support = 86 (24%)
 - Cooperative Extension = 136 (38%)
 - General Administration = 71 (20%)
 - Student Affairs = 42 (12%)
 - Other = 20 (6%)
 - No answer = 2 (1%)
 - 2) I have confidence in
 - a) the leadership of the Board of Visitors and executive administration.
 - strongly agree = 67 (19%)
 - somewhat agree = 216 (61%)
 - somewhat disagree = 51 (14%)
 - strongly disagree = 16 (4%)
 - no answer = 7 (2%)
 - b) the leadership of my dean, department head, or director.
 - strongly agree = 164 (46%)
 - somewhat agree = 120 (34%)
 - somewhat disagree = 50 (14%)
 - strongly disagree = 22 (6%)
 - no answer = 1 (0%)
 - c) the leadership of my immediate supervisor.
 - strongly agree = 187 (52%)
 - somewhat agree = 96 (27%)
 - somewhat disagree = 42 (12%)
 - strongly disagree = 28 (8%)
 - no answer = 4 (1%)
 - 3) University Initiatives:
 - a) Virginia Tech's strategic plan has been clearly communicated to me.
 - strongly agree = 77 (22%)
 - somewhat agree = 157 (44%)
 - somewhat disagree = 83 (23%)
 - strongly disagree = 39 (11%)
 - no answer = 1 (0%)

- b) I understand how the strategic plan impacts my job.
 - strongly agree = 65 (18%)
 - somewhat agree = 141 (39%)
 - somewhat disagree = 104 (29%)
 - strongly disagree = 46 (13%)
 - no answer = 1 (0%)
 - c) I believe pursuing the goal of increasing our research stature will improve Virginia Tech in the long run.
 - strongly agree = 112 (31%)
 - somewhat agree = 164 (46%)
 - somewhat disagree = 54 (15%)
 - strongly disagree = 23 (6%)
 - no answer = 4 (1%)
 - d) The Virginia Higher Education Restructuring Act (originally pursued as the Charter Initiative; now commonly referred to as "Restructuring") has been clearly communicated to me.
 - strongly agree = 69 (19%)
 - somewhat agree = 131 (37%)
 - somewhat disagree = 92 (26%)
 - strongly disagree = 63 (18%)
 - no answer = 2 (1%)
 - e) I believe that Restructuring will improve Virginia Tech in the long run.
 - strongly agree = 85 (24%)
 - somewhat agree = 163 (46%)
 - somewhat disagree = 74 (21%)
 - strongly disagree = 15 (4%)
 - no answer = 20 (6%)
 - f) I have read the Virginia Tech Principles of Community document.
 - yes = 243 (68%)
 - no = 111 (31%)
 - no answer = 3 (1%)
- 4) Work Environment:
- a) Virginia Tech makes people feel comfortable and welcome, and treats people fairly regardless of age, color, disability, gender, national origin, political affiliation, race, religion, sexual orientation, or veteran status.
 - strongly agree = 119 (33%)
 - somewhat agree = 160 (45%)
 - somewhat disagree = 48 (13%)
 - strongly disagree = 26 (7%)
 - no answer = 4 (1%)
 - b) I have been given adequate opportunities for training and development related to my job.
 - strongly agree = 169 (47%)
 - somewhat agree = 117 (33%)
 - somewhat disagree = 48 (13%)
 - strongly disagree = 20 (6%)
 - no answer = 3 (1%)
 - c) There are clearly defined opportunities for my progress and advancement.
 - strongly agree = 64 (18%)
 - somewhat agree = 134 (38%)
 - somewhat disagree = 97 (27%)
 - strongly disagree = 61 (17%)
 - no answer = 1 (0%)

- d) My immediate supervisor clearly communicates job performance expectations.
 - strongly agree = 152 (43%)
 - somewhat agree = 118 (33%)
 - somewhat disagree = 51 (14%)
 - strongly disagree = 33 (9%)
 - no answer = 3 (1%)
 - e) My immediate supervisor provides feedback on my job performance at least once a year.
 - strongly agree = 210 (59%)
 - somewhat agree = 102 (29%)
 - somewhat disagree = 25 (7%)
 - strongly disagree = 17 (5%)
 - no answer = 3 (1%)
 - f) I am generally satisfied with my work environment.
 - strongly agree = 171 (48%)
 - somewhat agree = 126 (35%)
 - somewhat disagree = 45 (13%)
 - strongly disagree = 15 (4%)
 - no answer = 0 (0%)
 - g) I receive fair treatment in my department/unit.
 - strongly agree = 197 (55%)
 - somewhat agree = 99 (28%)
 - somewhat disagree = 38 (11%)
 - strongly disagree = 21 (6%)
 - no answer = 2 (1%)
 - h) I would recommend Virginia Tech as a good employer to friends and colleagues.
 - strongly agree = 162 (45%)
 - somewhat agree = 139 (39%)
 - somewhat disagree = 39 (11%)
 - strongly disagree = 15 (4%)
 - no answer = 2 (1%)
- 5) Salary:
- a) My salary is in line with others at the university who perform similar duties and have comparable qualifications and experience.
 - strongly agree = 42 (12%)
 - somewhat agree = 103 (29%)
 - somewhat disagree = 77 (22%)
 - strongly disagree = 71 (20%)
 - don't know = 63 (18%)
 - no answer = 1 (0%)
 - b) Salary decisions for A/P faculty are made consistently and fairly.
 - strongly agree = 20 (6%)
 - somewhat agree = 87 (24%)
 - somewhat disagree = 76 (21%)
 - strongly disagree = 79 (22%)
 - don't know = 91 (25%)
 - no answer = 4 (1%)
- 6) Policies:
- a) The Commonwealth of Virginia has good policies and procedures for employee travel reimbursement.
 - strongly agree = 40 (11%)
 - somewhat agree = 118 (33%)

- somewhat disagree = 88 (25%)
 - strongly disagree = 98 (27%)
 - don't know = 13 (4%)
 - no answer = 0 (0%)
- b) As part of my position duties, I must travel:
- daily = 81 (23%)
 - weekly = 72 (20%)
 - monthly = 89 (25%)
 - yearly = 97 (27%)
 - never = 17 (5%)
 - no answer = 1 (0%)
- c) Are there university administrative or business policies which you find problematic?
- yes = 186 (52%)
 - no = 149 (42%)
 - no answer = 22 (6%)
- 7) University Governance:
- a) My views and issues are adequately represented within the university's system of shared governance.
- yes = 188 (53%)
 - no = 132 (37%)
 - no answer = 37 (10%)
- b) Prior to this survey, I was aware that the Commission on Administrative and Professional Faculty Affairs (CAPFA) was my representation in the university governance system.
- yes = 178 (50%)
 - no = 174 (29%)
 - no answer = 5 (1%)
- 8) The two most important issues I would like to have CAPFA address are:
- salaries
 - travel reimbursements
 - Of the 172 responses to item #8, these were the two most-often mentioned issues.
 - Other issues mentioned were professional development, administrative and/or policy concerns, recruitment and promotion issues, benefits and leave policy, and the system for evaluating A/P faculty.
- 9) Respondent Demographics:
- a) gender
- male = 163 (46%)
 - female = 189 (53%)
 - no answer = 5 (1%)
- b) age range
- under 30 = 37 (10%)
 - 30-39 = 89 (25%)
 - 40-49 = 90 (25%)
 - 50-59 = 119 (33%)
 - 60+ = 18 (5%)
 - no answer = 4 (1%)
- c) ethnic/race group
- African American = 26 (7%)
 - Asian/Pacific Islander = 3 (1%)
 - Caucasian = 315 (88%)
 - Hispanic/Latino = 3 (1%)
 - Native American = 1 (0%)

- no answer = 9 (3%)
- d) I have worked at Virginia Tech for
 - under 5 years = 134 (38%)
 - 5-9 years = 80 (22%)
 - 10-20 years = 92 (26%)
 - 20-29 years = 37 (10%)
 - 30+ years = 11 (3%)
 - no answer = 3 (1%)
- e) My work location is
 - on-campus = 196 (55%)
 - off-campus = 156 (44%)
 - no answer = 5 (1%)

2. Next Steps:

- Data must be analyzed and summarized in general and by the 4 groupings (academic support, Cooperative Extension, general administration, and student affairs). Please note that the 20 who self-identified as "other" will be moved to one of the four above-mentioned groups.
- CAPFA Chair Joan Moore will send an e-mail message to the current A/P faculty:
 - thanking them for their survey participation;
 - informing them of the general survey results (questions 2-8)¹;
 - informing them that the commission will meet for an intensive one-day retreat to prepare a "white paper," which summarizes the data, looks at specific comments, determines which concerns to tackle first, creates a plan, recommends further action, and charges the appropriate administrators and/or groups with follow-up activity;
 - and restating CAPFA's purpose, mission, and reason for the survey (for the benefit of any A/P faculty new to Virginia Tech since the 2005 survey was conducted).
- Lori Anne Sheppard is willing—with her supervisor's permission—to undertake an analysis of the survey data.

3. Suzie will contact CAPFA members to schedule the CAPFA retreat.

Respectfully submitted,

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¹ The commission had promised that no identifying information would be shared with others, so responses to questions 1 and 9 and respondent comments will not be conveyed in the general survey results.

MINUTES

Commission on Administrative and Professional Faculty Affairs
April 28, 2006

Present: Christi Boone, Tom Gabbard, Lou Gorr, Pat Hyer, Joan Moore, Mike Roberts, Lori Anne Sheppard, Cathy Sutphin, Matt Swift, and Linda Woodard

Absent: Ellen Biltz, Frances Keene, Mike Harness (representing Gerhardt Schurig), David Moore, Kerry Redican, Carl Stafford, and Toni Stroter

1. CAPFA survey comment summaries were briefly reviewed:

- Summary of leadership comments prepared by Matt Swift
 - Many negative comments regarding leadership, especially from the Extension faculty
- Summary of university initiatives comments prepared by Mike Harness
 - Concern about the university research goals
- Summary of work environment comments prepared by Lori Anne Sheppard
 - 20% of those commenting were satisfied with their work environment and/or would recommend Virginia Tech as an employer; 80% of those commenting were dissatisfied with their work environment and/or would not recommend Virginia Tech as an employer.
- Summary of salary comments prepared by Linda Woodard
 - Concern about salary compression (i.e., new employees hired at or above the salary earned by current employees) and a lack of transparency in salary decisions.
- Summary of policies comments prepared by Joan Moore
 - Travel reimbursements and policies were of special concern for Extension faculty
- Summary of two most important issues comments prepared by Joan Moore
 - Top issues were salaries, travel reimbursement/policies, professional development, communication from/to administration, performance evaluations, and awareness of CAPFA's existence/role.
- Summary of "further" comments prepared by Pat Hyer
 - A number of comments of appreciation for conducting the survey; a few comments about low morale or issues of fear and intimidation; several positive comments about VT.

2. Commission members would like to see the following results from the CAPFA retreat:

- Define "what is CAPFA?"
- State what the commission does/plans to do and how the goals will be accomplished.
- Use the survey to set next year's CAPFA priorities.
- Establish a means for sharing information in a proactive way with the A/P faculty.
- Remember not to get caught up in negative comments.
- Arrive at one or more recommendations that can be relayed to the A/P faculty.
- *Ex officio* officers will meet separately with Drs. Quisenberry and Hikes to present issues of special concern to the Extension and Student Affairs A/P faculty.

3. Commission members agreed upon the following CAPFA retreat process:

- Break into smaller discussion groups during the retreat.
- Use a facilitator (Tony Gambill, Director of University Leadership Development) to help the commission identify priority issues and formulate a plan of work.

- Linda Woodard, Matt Swift, and Lori Anne Sheppard will meet with Tony Gambill to establish an agenda for the retreat.
4. Thanks to Lori Anne Sheppard:
 - Lori Anne Sheppard announced that she would not be able to serve next year as the Staff Senate's representative to CAPFA.
 - Dr. Hyer thanked Lori Anne for her dedicated service. Her commitment, excellence, and expertise have been greatly valued and sincerely appreciated.
 - There will be a new Staff Senate representative to CAPFA next year.
 5. Pat Hyer reminded commission members of the need for an election of a 2006-07 CAPFA chair.
 6. Next meeting is the CAPFA Retreat on May 5, 2006, 9:30 a.m., Smithfield Room, Skelton Conference Center.

Respectfully submitted,

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MINUTES

Commission on Administrative and Professional Faculty Affairs Retreat
Smithfield Room, Skelton Conference Center
May 5, 2006, 9:30 a.m. – 3:00 p.m.

Present: Christi Boone, Tom Gabbard, Lou Gorr, Mike Harness (representing Gerhardt Schurig), Pat Hyer, Frances Keene, Joan Moore, Mike Roberts, Lori Anne Sheppard, Carl Stafford, Cathy Sutphin, Matt Swift, and Linda Woodard

Guest: Tony Gambill (facilitator)

Absent: Ellen Biltz, David Moore, Kerry Redican, and Toni Stroter

1. Commission members agreed upon the retreat objectives as:
 - What to do with the survey? (define key themes from the survey; develop survey results report framework)
 - What is CAPFA's role? (identify CAPFA's role in addressing key survey themes; develop a plan for increased visibility of CAPFA)
 - What will CAPFA do next year? (develop goals for one to three specific action items for 2006-07)
2. Commission members broke into smaller thematic groups to discuss the positives, negatives, and any disconnect between comments and quantitative results:
 - Group #1 (M. Swift, L. Woodard, J. Moore, M. Roberts) – Leadership and Two Most Important Issues
 - Group #2 (P. Hyer, C. Stafford, C. Sutphin) – Initiatives and Governance
 - Group #3 (Mike H., C. Boone, L. Gorr) – Work Environment
 - Group #4 (T. Gabbard, L. A. Sheppard, F. Keene) – Salary and Policies
3. Small Group Reports – Looking for Common Themes:
 - Group #1
 - Leadership:
 - Positive: looking at the quantitative data, a majority of respondents have confidence in all levels of leadership.
 - Negative: there were two major negative themes—communication issues tied to turnover and significant changes in leadership roles
 - Recognition of A/P faculty as core to the institution:
 - invisibility, lack of fit within strategic planning and university initiatives, and for off-campus A/P faculty, the disconnect is greater
 - A/P faculty don't find themselves in the strategic plan
 - Comments:
 - Demographics may figure in these results — many junior faculty?
 - P. Hyer, L. Woodard, and Institutional Research can provide further information regarding demographics.
 - Is there a top-down flow of communications? What is the stopping point? Do demographics exacerbate the problem (i.e., many new faculty)?
 - The further removed from central administration, the less confidence A/P faculty have in leadership.
 - Problems/technicality of getting information out?
 - Two most important issues:
 - #1 = perception of inconsistency or unfairness in compensation as related to longevity, responsibilities, and /or performance.

- #2 = opportunities for professional development and career advancement— institutional commitment with resources needed.
 - #3 = development of “real” performance management system
 - #4 = travel policies and procedures was actually #2, but this may already be addressed.
- Group #2
 - Surprising that many A/P faculty feel their voices and opinions being adequately represented, considering no Senate, etc.
 - Approximately half are aware of CAPFA’s existence.
 - Academic Support A/P faculty were more aware of restructuring; not as widely known in Extension and Student Affairs.
 - There is a widespread knowledge of the Principles of Community.
 - There is an opportunity to do more informing with Academic Support and Extension A/P faculty.
 - Most groups have reservations about becoming a major research university.
 - Strong comments — concerns regarding the impact on instruction and outreach missions of the university.
 - Comments reinforced by quantitative data.
 - Group #3
 - Work environment theme was broken into 3 topics: advancement, supervision, and general culture.
 - Overall positive responses.
 - Work environment was perceived as very good, but those who do not feel that way feel *strongly* about it.
 - Group #4
 - Salary:
 - Positive:
 - Salary was the most commonly discussed issue.
 - CAPFA could increase knowledge about salary processes/raises.
 - Constructive:
 - 20-30% have no idea whether their salaries are competitive.
 - Do we benchmark salaries?
 - Confusion about job titles.
 - Don’t forget the “don’t knows”! Look at the statistical significance of the fact that so many don’t know if their salaries are competitive.
 - Disconnect:
 - How are salary decisions made?
 - There is no clear understanding on competitive pay—some do not feel it is competitive, but do not know who is comparable. This is as much an internal as external issue.
 - Policies:
 - Positive: travel reimbursement hits a nerve across all areas.
 - Constructive:
 - There seems to be dissatisfaction being expressed on two levels:
 - dissatisfaction with the frustration of daily travel and inadequate reimbursement, and
 - the dissatisfaction with travel policies that require the faculty to “front” their own money for travel, and inadequate travel funds.
 - Reimbursement rates are too far behind increases in fuel, hotel costs, etc.
 - Federally-funded travel is easier than state-funded travel.
 - There is no consistent travel policy between departments.
 - Professional/developmental travel is a reward, but policies by which you can travel can make it difficult and personally expensive.
 - Policy issues may be out of the control of CAPFA, but it is something that can be brought up in the report. Is there a mechanism for looking objectively at data?

- Common Themes
 - Communication issues/inconsistencies affect all themes.
 - Need to inform A/P faculty about CAPFA's role.
 - Lack of confidence in leadership stems from poor communication.
 - Lack of understanding about major initiatives stems from poor PR on the part of administration.
 - Need for a consistent commitment to professional development.
 - A/P faculty are an "orphan" group; they are not attended to with regard to application of resources, etc.
 - Need for an A/P faculty structure/system.
 - Question of the quality of yearly feedback.
 - No practical guidance for managerial supervision.
 - Need for best practices model.
 - Emerging Issues:
 - Continuity of leadership.
 - Reservations about how the university's commitment to Top 30 status affects A/P faculty (no broad buy-in).
4. What was the initial intent of the survey? There were two purposes: to capture the mood of the A/P faculty and to forge a plan of work for 2006-07. The initial intent remains the same.
5. Report Format:
- The goal should be a general report, with visits with senior managers to address specifics relevant to their areas
- Begin with an executive summary, which includes a web address for more detailed data. Reporting will be in the spirit of "here's what we learned," as opposed to "here's what senior managers should do."
 - Reinforce that the majority of responses were positive. The executive summary should include a statement to the effect that "people are more likely to comment when they have concerns than when they don't."
 - Each major theme summarized in one or two sentences with bar graph representation of responses.
 - Illustrative comments appear on each page.
 - Demographic data will be summarized, but not tied to any specific respondent.
 - Emerging action plan (or CAPFA's "to do" list; here's what we found and here's what we will do).
 - Conclude with "CAPFA: Who we are"; define CAPFA's role.
6. Report Deadlines, Distribution, and Meetings:
- July 14 – Report drafted by P. Hyer (with data graphics prepared by L. A. Sheppard) shared with small group review team of L. Gorr, F. Keene, and L. Woodard
 - July 21 – Small group review team's suggestions/revisions due to P. Hyer
 - August 1 – Revised report sent to the large group review team, which is all CAPFA members
 - August 8 – CAPFA members' suggestions/revisions due to P. Hyer
 - August 15 – Final report released:
 - on the proposed CAPFA web site, with an additional link to more detailed data
 - by e-mail to A/P faculty with a link to the report as a PDF file
 - to senior management, with a recommendation to share with middle management
 - to the Commission on Staff Affairs and the Staff Senate
 - to the Commission on Faculty Affairs and the Faculty Senate
 - to the Commission on Equal Opportunity and Diversity
 - to the VESA board
 - September 30 – the following teams will meet with senior managers and present a customized report that includes data, comments, and emerging issues specific to their area (* = meeting coordinator):

- Extension Reporting Team – M. Roberts, P. Hyer, C. Sutphin*
- Student Affairs Reporting Team – F. Keene*, P. Hyer, J. Moore, L. A. Sheppard
- General Administration Reporting Team – L. Woodard*, J. Moore, P. Hyer
 - This team will meet separately with the Provost's Council and the Executive Vice President's staff

7. Actions for next year:

- Emerging actions are defined in the report, but specific actions to be addressed by the 2006-07 CAPFA.
- Communicate the report with the A/P community.
- What can CAPFA do to increase its visibility; to communicate its role to the A/P faculty?
 - Establish a CAPFA web site.
 - Include a FAQs section on the CAPFA web site.
 - Host CAPFA-sponsored forums/events with A/P faculty (this should be A/P faculty only; not "rolled" into other group events).
- What two issues could CAPFA "roll out" to raise its visibility?
 - Compensation and performance management issues (these are tied together)
 - Professional development
- What can CAPFA do to address the issue of leadership communication?
 - Visit with the leadership in areas of concern.
 - Increase their understanding of the impact of communication to increase awareness and develop opportunities for A/P faculty.
 - Host CAPFA-sponsored forums with appropriate leadership by topic.
- What can CAPFA do to address the issues of salary and performance management concerns?
 - CAPFA can gather information about how salary decisions are made and share that information with the A/P faculty by sponsoring seminars both on campus and off campus at various sites statewide.
 - Recommend a sound and systematic study of A/P faculty compensation and pay equity; make a case for routine benchmarking. (Note: CAPFA is advocating/recommending the study, but not doing the study.)
 - There may be a systematic means already in place for gathering that information regarding Extension and Student Affairs A/P faculty.
 - Develop a "real" performance management system; advocate a standard performance evaluation, help design a template for evaluation.
 - Collect best practices.
 - Develop a Faculty Activity Report for A/P faculty.
 - Advocate for and train new managers
- What can CAPFA do to address the issues of professional development and career advancement?
 - CAPFA could sponsor A/P faculty steering/leadership teams to create workshops and conferences (similar to what is done by the staff)
 - Create spin-off work groups.
 - VESA could help host meetings in the field.
 - Conversations with managers regarding career advancement are not taking place; there is nothing intentional about career advancement. This could be a part of the performance management piece (a natural fit in the annual performance review)—a performance management process that includes professional development.
 - Establish supervisory guidelines.
 - Establish professional development guidelines. Current process involves having a manager who cares and the dollars to support professional development.

8. Issues left for "parking lot" or further discussion:

- Statistical relevance
- Length of service assessment

Respectfully submitted,

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