

MINUTES

Commission on Administrative and Professional Faculty Affairs
October 6, 2006, 9:00 – 10:30 a.m., 325 Burruss Hall

Present: Ray Ali, Kevin Ayoub, Zheng Cai, Allen Campbell, Lou Gorr, Pat Hyer, Frances Keene, Kelly Oaks, Susan Puffenbarger, and Carl Stafford

Absent: Christi Boone, Ryan Gleeson, Charles Lytton, Joan Moore, Jerry Niles, Kerry Redican, and Linda Woodard

1. Survey report

- After some discussion, commission members agreed that the report in its current form appeared to be ready for use in meetings with senior administrators. Several minor comments will be incorporated in the final version.

2. Update on meetings with senior leadership

- Meetings with senior administrators are scheduled as indicated below. A copy of the CAPFA report will be shared with senior administrators prior to the meetings.
 - October 9 – L. Gorr, P. Hyer, S. Puffenbarger, and C. Sutphin meet with R. Ali, M. McCann, and S. Quisenberry
 - October 25 – P. Hyer and L. Woodard meet with members of J. Hyatt's executive staff
 - October 30 – K. Ayoub, F. Keene, L. A. Sheppard, and L. Woodard meet with C. Bonner and Z. Hikes
 - November 7 – P. Hyer, F. Keene, and L. Woodard meet with members of the Provost's Council
- Following the November 7 meeting, CAPFA chair F. Keene will share the report with all administrative and professional (A/P) faculty. Her e-mail message to the A/P faculty will include a link to the report, which will be posted on the CAPFA web page.

3. Performance management

- The CAPFA survey responses will guide the 2006-07 commission's plan of work. Survey responses revealed that major themes of concern to respondents were compensation, the performance management system, professional/career development, work environment, and leadership.
- F. Keene proposed that the commission's work for 2006-07 begin with the theme of performance management since it may cross over into issues of compensation as well as professional/career development. Commission members agreed and the following work plan was established:
 - Commission members will work in sub-groups to gather information, formalize their findings in writing, and present the information at the December 8 CAPFA meeting:
 - Academic Support – C. Boone, J. Moore, J. Niles, P. Hyer, and K. Redican
 - Extension – R. Ali, L. Gorr, C. Lytton, S. Puffenbarger, and C. Stafford
 - General Administration – A. Campbell, K. Oaks, and L. Woodard
 - Student Affairs – K. Ayoub and F. Keene
 - The sub-groups will gather information from a sampling of VPs, directors, mid-managers, and employees in their assigned areas:

- VP/Director questions:
 - How—and how often—are expectations set for your A/P faculty?
 - Are they evaluated over the course of a year, and if so, how?
 - Is the evaluation formal (written documentation) or informal (casual meeting)?
 - In practice, what is the evaluation process? What do you think it should be?
 - Is the evaluation process effective and fair?
 - What information do you request from your A/P faculty in advance of an evaluation?
 - How do your A/P faculty convey results?
 - How do you provide feedback to your A/P faculty?
 - Do you think this process motivates them to perform to the best of their abilities?
 - To what extent does the evaluation lead to increased compensation or professional development for your A/P faculty?

- Employee questions:
 - How—and how often—are expectations set for your position?
 - Are you evaluated over the course of a year, and if so, how?
 - Is your evaluation formal (written documentation) or informal (casual meeting)?
 - In practice, what is the evaluation process? What do you think it should be?
 - Is the evaluation process effective and fair?
 - What information do you submit to your supervisor in advance of an evaluation?
 - How do you convey results to your supervisor?
 - How is feedback conveyed to you?
 - Does this process motivate you to perform to the best of your ability?
 - To what extent does your evaluation lead to increased compensation or professional development?

- Mid-manager questions:
 - The mid-manager should be asked to respond to the questions from two different perspectives—that of being the evaluator and that of the person being evaluated.
 - See both sets of questions above.

- At the November 10th CAPFA meeting, sub-groups will report on their progress. The commission may discuss widening their study of performance management to a sampling of Virginia Tech peer institutions to help determine “best practices.” (A listing of peer institutions may be found at http://www.irpa.vt.edu/vt_peers.htm.)

- Tony Gambill, Director of Leadership and Employee Development, will be invited to join the December 8th CAPFA meeting. The commission will be discussing the establishment of workshops for managers and employees. The workshops will, ideally, be designed to reduce the gap between what is happening and what should be happening with regard to performance management.

4. The next CAPFA meeting will be held on November 10, 2006, 9:00 – 10:30 a.m. in the President’s Board Room, 210 Burruss Hall.

Respectfully submitted,

Suzie Karlin
 Provost’s Office
skarlin@vt.edu, 231-2350