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Administrative Advisory Council

STATEMENT OF PURPOSE
The Gettysburg College Administrative Advisory Council (AAC) shall serve in an advisory capacity to the President. The AAC will devote its time primarily to administrative concerns and to the facilitation of good communication between campus constituencies and divisions of the College. The AAC will review and make recommendations in a variety of areas including the improvement of business processes (particularly those requiring cross-divisional collaboration), the professional development of administrative staff, and campus-wide communication. The AAC may also work on special assignments as identified by the President.

RESPONSIBILITIES

The AAC will meet as needed, but not less than twice per semester. At the beginning of each academic year, the AAC will organize itself by electing one of its members to serve as Chair. The Chair will prepare the agenda for AAC meetings, facilitate the conducting of AAC business, delegate tasks, and oversee the activities of the AAC. AAC members will honor confidentiality of discussions when appropriate.

NOMINATION OF COUNCIL MEMBERS:
Each division head will recommend to the President one administrative employee from his/her respective division to be a member of the AAC. The Co-Directors of Human Resources and Risk Management will serve as ex-officio members. Members of the AAC will be appointed by the President for a period of two years.
History of the Council

FALL 2011

“We have on our campus an active Faculty Council and an active Support Staff Council. During the fall 2011 semester I [President Riggs] formed an Administrative Advisory Council (AAC) to serve in an advisory capacity to me and to provide a forum for the exchange of information among members of the administration and other College constituencies. Although I expect this group will have many areas of focus, I have asked them to begin their work by thinking about how to enhance professional development opportunities, consistent campus-wide communication, and campus working processes.”

Generally, members of the AAC will be appointed for a period of two years. The initial Council however had four members with a two-year term and three members with a three-year term beginning August 1, 2011.

Based on the recommendations received from each division head, President Riggs appointed the following individuals to the AAC:

Jim Duffy, Chair – Registrar, 3 year term
Kendra Martin – Director of Media Relations and News Content, 3 year term
Jennifer McCary – Director of Student Rights and Responsibilities, 2 year term
D'Andre Phillips – Associate Director of Orange and Blue, 2 year term (left in May, 2011)
Wendy Quinley – Assistant Director of Financial Services, 3 year term
Dave Rice – Associate Director of Data Systems, 2 year term
Jacquie Temple – Associate Director Annual Giving, 1 year term (appointed in May, 2011)

(The Co-Directors of Human Resources and Risk Management, Regina Campo and Jennifer Lucas, serve as ex-officio members.)
Administrative Advisory Council
Final Report
April 12, 2012

Written by Jim Duffy, 2011-2012 Chair

The Council considered a number of discussion topics over the course of the inaugural year. A significant amount of time was dedicated to the performance evaluation process. Other items included professional development, flexible summer hours and tuition assistance for advanced degrees. For each discussion topic, we have included the main points of our discussion, recommendations and future considerations.

Performance Evaluations

- The Council observed the performance evaluation business process needs to be reiterated to the greater campus community and followed. The manager completes the performance evaluation; the document is sent to the Director or the Vice President, the Director or Vice President signs off on the evaluation and sends it to Human Resources for review and filing. We learned that although a supervisor may complete his or her evaluation the evaluation may never reach the human resources file. Additionally, we are aware of departments that do not conduct regular employee evaluations.

  - **Recommendation:** All departments should be required to complete annual employee performance evaluations. The business process should be shared with all managers to ensure the proper protocol is followed when completing an employee performance evaluation.

  - **Future Consideration:** The timing of performance evaluations needs to be discussed further. Should the performance evaluation be tied to salary increases? For many departments, salary letters are sent and received prior to the completion of the performance evaluation. Although the flexible timeframe for conducting performance evaluations is convenient, the employee may be better served if the evaluation was completed prior to the receipt of the salary letter.
• The Council reviewed a number of performance evaluation tools from across campus. Overall, the Council agreed that each area should have the flexibility to create their own tool, however, every performance evaluation on campus should address the following concepts:

  o Job/Position description review
  o Self-Evaluation
  o Achievements or accomplishments, compared to personal and departmental goals
  o Identify areas for improvement or growth, how can the employee serve his or her area better
  o Future goal setting and opportunities for growth
  o How can your supervisor help you achieve your goals or opportunities for growth?

• Guidance: The Council would like to know if the continued review of performance evaluations is supported by the President and President's Council. The Administrative Advisory Council is prepared to continue the review of performance evaluations. The review accounts for many factors and therefore, will demand a significant amount of time. The Council would like to verify that our continued review of employee performance evaluations is recommended.

Professional Development

• The Council discussed a possible pool of grant funds to be available for administrators to use for professional development. This discussion has been tabled until next academic year.

• The Council was informed that Human Resources is working on a leadership program that will include programs from Bucknell, Dickinson, and Gettysburg beginning in the Fall 2012 semester. The programs will only be available to 4 or 5 employees from each school.

• The Council discussed other opportunities that may be available on campus for all administrators. We discussed the possibility of using the Garthwait Leadership Center to provide on campus professional development program.

  o Recommendation: On campus or off campus, the Council unanimously supports the availability of professional development for all employees. The types of professional development may vary from off campus conferences to inter departmental mentoring. Professional development is a vital aspect of the College's continued growth.
Flexible Summer Hours

- The Council discussed the potential of a 4 day, 10 hour work week in the summer months to coincide with the 8 AM to 430 PM designated work weeks. After much deliberation, the Council agreed that a campus-wide policy would not be effective as our campus colleagues are busy at different times during the academic year and summer.

  o **Recommendation:** The Council suggests that managers be reminded that they do have the ability to consider flexible schedules as long as employees are working the requisite 37.5 hours per week. There are managers who are not aware that such flexibility is permitted. Reminding managers that they may approve alternate schedules at convenient times, could be helpful to both managers and employees.

Tuition Assistance

- The Council reviewed a number of schools like Gettysburg College that do not offer masters or doctoral programs to determine what types of tuition assistance are provided to those employees seeking an advanced degree. These institutions, like Gettysburg, do not have a program to provide financial assistance to those employees seeking an advanced degree. After much discussion, the Council agreed that the College should support the pursuit of advanced degrees in some manner.

  o **Recommendation:** Permit employees enrolled in a masters or doctoral program to take time out of the office without penalty to attend course(s). In these cases, with supervisor approval, employees would not be required to take vacation time.

Conclusion

- Overall, the membership of the Administrative Advisory Council is strong and prepared for year two. The Council welcomes recommendations of future discussion topics. This past year, the Council focused on a number of Human Resource issues. Considering the performance evaluation discussion may continue, the Council would like to take on some non-human resource related issues to balance the work and conversation of the monthly meetings.