

UNIVERSITY STAFF ADVISORY COMMITTEE



Annual Report
2017-2018

THE OHIO STATE UNIVERSITY

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Executive Summary

Subject: University Staff Advisory Committee (USAC) 2017-2018 Annual Report
Date: 3/27/2018

From: The University Staff Advisory Committee
Liz Gordon-Canlas, Chair
Tom Gessells, Chair-Elect
Megan Hasting, Vice-Chair Treasurer/Recorder
Nikole Prete, Vice-Chair Communications

To: Michael V. Drake, President

The 2017-2018 year for the University Staff Advisory Committee (USAC) has been robust and full. Our committee has partnered with many key strategic leaders, campus projects, and staff in order to advance the mission of the University and to advocate for staff. As the President's staff advisory committee, USAC is proud and grateful for the multiple opportunities to engage positively with President Drake and other leaders across campus.

The 2017-2018 USAC Annual Report offers updates and closures on recommendations made previously, including those around Rewards & Recognition, changes to the Employee Emergency Fund, and an increase to the funding in the Staff Career Development Grant (SCDG). The report then contains next steps USAC will take to advocate for the staff experience, such as building more meaningful relationships with senior leaders and developing a long-term vision for the role of diversity and inclusion on USAC. Finally, the report reviews the ways in which USAC fostered meaningful staff engagement through our advocacy work, events and outreach.

USAC has developed a multi-year plan to foster consistency in our vision and focus over the next two years. Sharing this vision and high-level road map will foster alignment within USAC, amongst staff, senior leaders and across the university. Our mission will remain consistent, advocating on behalf of staff.



Resolutions of Previous Recommendations

Over the past several years, USAC has made recommendations to senior leaders regarding key projects. These recommendations can take several months to resolve and we would like to share the current place of some previous recommendations.

Rewards and Recognition

In December 2015, the Office of Human Resources convened a task force of stakeholders, representing both faculty and staff interests, to examine the current programmatic Reward and Recognition activities and events. The group met on several occasions through April 2016, to discuss and analyze the current state in order to provide recommendations around these OHR sponsored activities

Summary

Overall, the Task Force in May 2016 agreed that recognition at a central University-wide level adds value to the experience of faculty and staff working at Ohio State. The committee agreed that the events produced by the Office of Human Resources are important and worth continuing, with a few exceptions. The most significant findings include:

- Distinguished Staff and Distinguished Diversity Enhancement Awards were unanimously recognized by the task force as important for the University to continue. Since 2016, each of these distinctions also includes recognition on the agenda of the Board of Trustees, Talent & Compensation committee.
- While there was a task force recommendation to eliminate both of the retirement and service recognition events, to replace both events with an alternative that would honor a broader audience and provide earlier recognition of a faculty or staff member's career would require significant funding investment far greater than redeployment of current resources (budget/staff).
- University-wide events are an equalizer for those colleges/units who do not recognize retirement or years of service milestones.
- To achieve equity in recognition practices of campus and medical center, significant increase (>5x) in funding resources would be required, along with incremental staffing.
- Tradition at Ohio State is a strong factor in maintaining the event format discontinued by some employers. The retirement dinner has been celebrated annually for nearly 75 years.
- Because there are fewer recognition events for staff when compared to faculty, any discontinuation further reduces opportunities to appreciate staff contributions.

Resolution

In December 2017, Susan Basso made the decision to maintain status quo with core University-wide events managed by OHR Special Events; the outstanding item of whether to transition the Staff Art Show remains open to discuss with USAC leadership.



Staff Career Development Grant Funding

Summary

As part of the FY 2016 annual report, USAC proposed an increase in funding of \$150,000 for the staff career development grants. An additional \$50,000 was asked for as part of the FY 2017 annual report. At this point, there has been no increase in funding. The past year has been another successful year for the SCDG process. In 2017-2018 a total of 522 applications were received and a total of \$118,480 dollars were awarded.

Resolution

As a result of the ongoing success of the SCDG process, the Governance Subcommittee, in partnership with the Office of Human Resources, worked on a new proposal for increased SCDG funding to be submitted to University leadership. The proposal requests an additional \$50,000 in annual funds for the SCDG process. The increase in funding would allow for an increase in disbursement for an individual application (from \$1,000 to \$1,500) and would incentivize group applications using a tiered funding model. Additionally, the request would provide additional manager development opportunities by allowing managers to use the manager grant funds to attend conferences, events, workshops, etc. that are offered outside of the University.

Appendix C - Full Staff Career Development Grant Funding proposal

Employee Emergency Funding and Model

Summary

As part of the FY 2017 annual report, USAC proposed: 1) Adjusting the award maximum from its current \$500 level to \$1,000 per application, 2) Changing the award from once in a lifetime to a 5 year renewable grant, 3) Financial management training available to those requesting a second grant after 5 years and 4) Decreasing the eligibility wait period from one year to six months of continuous service.

Resolution

In order to institute the 2017 recommendations, as well as to keep the fund sustainable, financial resources need to be obtained to meet the needs of our employees during times of hardship. USAC's 2018 recommendation includes moving forward with the original 2017 recommendations as well as partnering with OHR to obtain one-time funding of \$50,000 from the Office of the CFO and partnering with the Office of Advancement to establish an endowment to fund these grants for years to come.

Appendix D - Full 2018 Employee Emergency Fund Report



USAC members have spent the year identifying future projects that will impact the staff community at the University. This has resulted in a series of next steps that will continue into the 2018-2019 year. USAC will continue to prioritize these efforts in order to best advocate for staff.

Next Step: Continued Engagement with the Enterprise Project

The Enterprise Project will transform the workplace into one that will enable us to better support the University's strategic plan as well as the teaching, research, service and patient care missions of the University. USAC is viewed as a key partner in this project and looks forward to providing support and feedback in the areas of communication and change management. In addition to meeting with key Enterprise Project leaders, SCBS, in particular, has established a connection with the change management team. We look forward to continuing to support and champion this important University transformation.

Next Step: Continue Building Relationships with Senior Leaders

President Michael V. Drake

USAC will continue to strengthen our relationship with the president. Prior to a lunch discussion between USAC and the president on the topic of the University's strategic plan, USAC leadership met with President Drake to review strategies and imperatives for the year. The president continues to meet with USAC leadership on a quarterly basis.

The calendar year ended with a "conversations" event on December 11, 2017. Utilizing questions collected from staff prior to the event, USAC's chair-elect facilitated "Conversations with President Drake" around multiple themes such as the University's Strategic Plan, staff diversity and inclusion efforts, and other timely topics. This live audience event was also broadcast via live stream so remote staff could view and replay after the event. USAC received multiple points of feedback from a follow up survey after the event. Themes emerging from this feedback spoke to a desire to hear more from senior leaders around topics like compensation, diversity, and campus safety among others. Staff enjoyed hearing directly from President Drake and are eager to hear from other University senior leaders. This feedback has informed other next steps with senior leaders listed below.

USAC would like to continue to host this Conversations event with President Drake, with the possibility of considering alternate locations in the future.

Executive Vice President and Provost Bruce McPheron

USAC began engaging with Provost McPheron in 2015. Dr. McPheron has been a collaborative partner with USAC, often providing institutional-wide insight and strategy that impacts staff. An engagement survey was sent to local University staff advisory committees (SAC) during the first week of March 2018 to collect feedback to present to the Provost and other senior academic leaders. The survey is focused on the staff experience within the academic units and insight to the structure of SAC groups.



Using information from the local Staff Advisory Committee survey, USAC will provide insight into the experiences of academic unit staff engagement to Provost McPheron and other academic leaders.

Susan Basso, Senior Vice President for Talent, Culture and Human Resources

Engaging with Susan Basso is critical for USAC. In so many areas that directly impact staff, Susan's leadership will be invaluable. USAC is eager to work with the Office of Human Resources and monthly meetings are scheduled with Susan Basso and USAC chair and chair-elect. In addition, we will facilitate dissemination of the OHR Strategic Plan.

USAC is hosting "Conversations with Susan Basso" on May 10 at the Ohio Union to allow Susan to directly engage with staff about the OHR strategic plan. Like the December conversations event, questions will be collected from staff in advance. OHR has been a powerful partner in advocating for the staff experience. USAC knows that a strong relationship with Susan and her team will allow us to be involved in the execution of the OHR Strategic Plan and any further work groups or task forces that develop out of this plan.

While USAC's work with President Michael Drake, Provost Bruce McPheron, and Susan Basso are central to our advocacy work, we've had the great pleasure of connecting with multiple campus leaders during the 2017-2018 year. Those leaders are indicated in the graphic on page 8. See Appendix D for the Senior Leader Packet that was distributed to many different leaders throughout the year.

**Appendix E - Senior Leader Packet
Appendix F - Tuition Benefit Benchmarking
Appendix G - SCBS Academic Staff Survey**



Senior Leader Engagement



President
Michael V. Drake

Engagement:
Quarterly
Top Discussion Points:
Ohio State Strategic Plan,
Diversity and Inclusion Efforts,
University Transformation



Provost
Bruce McPheron

Engagement:
Quarterly
Top Discussion Points:
Ohio State Strategic Plan,
Staff Experience in
Academic Units



**Senior VP Talent, Culture
& Human Resources**
Susan Basso

Engagement:
Monthly
Top Discussion Points:
Young Professional
Engagement,
OHR Strategic Plan,
Class and Comp. Re-design



Former Senior VP & CFO
Geoff Chatas

Engagement:
Yearly
Top Discussion Points:
Digital Flagship Initiatives,
CEMP Funding Allotment



**Interim Senior VP &
CFO**
Mike Papadakis

Engagement:
Yearly
Top Discussion Points:
Digital Flagship Initiatives,
CEMP Funding Allotment



**Associate Vice President,
Total Rewards**
Joanne McGoldrick

Engagement:
Quarterly
Top Discussion Points:
Total Rewards Changing
Landscape, Health Plan
Oversight Committee



Chief Wellness Officer
Dr. Bernadette Melnyk

Engagement:
Quarterly
Top Discussion Points:
OUH&WC, Health Athlete
Program, Healthy Working
Community



**Director, Employee
Assistance Program**
Sharon Saia

Engagement:
Quarterly
Top Discussion Points:
Expansion to the Employee
Emergency Fund



Interim Dean, Mansfield
Dr. Norman Jones

Engagement:
Yearly
Top Discussion Points:
Regional Campus Leader
Engagement: Meeting
Scheduled for May 10, 2018



**Chair, President and
Provost's Council on
Women**
Jacquelyn Meshelemiah

Engagement:
Yearly
Top Discussion Points:
Collaborative Relationship
Development



**Chair-Elect, President
and Provost's Council
on Women**
Amy Lahmers

Engagement:
Yearly
Top Discussion Points:
Collaborative Relationship
Development



**Senior Associate Vice
President Human
Resources, Wexner
Medical Center**
Alison Mincey

Engagement:
Quarterly
Top Discussion Points:
Collaborative Relationship
Development

Additional Engagements:

Attendance at Board of Trustee's Meetings
Wexner Medical Center Leadership
Student Life Vice President: Dr. Javaune Adams-Gaston
Interim Vice Provost for Diversity and Inclusion and Chief Diversity Officer; James L. Moore, III



Next Step: Staff Engagement Strategies

USAC develops an engagement strategy with Medical Center Leaders

USAC engaged multiple times with Alison Mincey, who is the current Senior Associate Vice President, Human Resources, for the Wexner Medical Center. Alison has been a long-standing champion for USAC. She has encouraged our continued involvement with medical center leaders. USAC is interested in more medical center staff engagement, which mirrors the work we are doing with the ONEvoice Engagement Survey.

Alison is also interested in partnering with USAC in order to continue our work around the Staff Career Development Grants and helping more medical center staff access these resources. USAC leadership also met with Medical Center HR staff members on the outcomes of their recent employee ONEvoice Engagement Survey. During the meeting, USAC was able to identify some trends in the survey based off of previous reports. Over the next 6-8 weeks, Medical Center HR will talk more about feedback and how to move forward with the results. As Medical Center HR work through the feedback sessions, they will identify themes and suggest areas where USAC can partner with the medical center.

USAC hopes to advocate for the improvement of career development, training, tools and funding. USAC envisions efficient communication around the timeline for the SCDG process so that more medical center employees are encouraged to apply.

Engagement with Ohio State Young Professionals

In February 2018, USAC chair Liz Gordon-Canlas met with the Ohio State Young Professional ERG leaders. This meeting took place after Senior Vice President Susan Basso expressed an interest in connecting more with millennial identified staff members and other young professionals at Ohio State.

This connection is in its early stages, but USAC is eager to continue to build a relationship with the young professionals at Ohio State by scheduling a collaboration meeting during the summer or early fall of 2018.

Engagement with Newly Hired Staff Members

Newly hired Ohio State staff members hold a unique view of the staff experience at the University and Medical Center. USAC has focused engagement efforts. The New Hire Survey is the result of an earlier USAC recommendation to better understand the experiences of newly hired staff members. This survey was sent to 2956 individuals in 2017 and we received 1314 completed responses for a 44% response rate. Results are currently being summarized and are continually considered to help ensure the on-boarding process is working to maximize the success and positive impact of our new hires.

Other efforts to engage with newer staff members will be considered as USAC looks to remain connected with the Office of Human Resources on key projects. USAC will also engage with newly hired staff at an event to take place in summer of 2018.



Regional Campus Engagement

While the number of staff employed at the University's regional campus may seem small in the shadow of the 25,000+ employed at the Columbus campus, regional campus staff members play a critical role in advancing the mission of the University. The Mansfield campus is home to one of our own members, Ginny Corso.

During Staff Appreciation Week in July 2017, several USAC members attended the Marion campus Staff Fun Day. In November 2017, USAC hosted a Regional Staff Retreat with 22 attendees from various campuses: Lima (3 staff members), Mansfield (2), Marion (7), Newark (1), ATI/OARDC (5), and four USAC members from the Columbus campus. This day-long retreat featured information about USAC and each regional Staff Advisory Committee. USAC members gathered shared themes, mostly that the regional campus SAC leaders and members expressed a desire to stay engaged with each other.

When asked in a post-retreat survey if participants were interested in having future retreat, 100% answered “yes”. Some of the other feedback on the retreat that USAC received is below:

- “I loved hearing about how SAC's work on other regional campuses. It was great to hear what works on other campuses.”
- “The opportunity to openly discuss concerns and positive experiences. It was wonderful to not feel as alone in the large campus.”

USAC plans to hold a spring business meeting at the Mansfield campus. We will continue to foster our relationship with the regional campuses with regular communication efforts. We will propose different forms of engagement for Staff Appreciation Week to be held at the regional campuses. Finally, USAC plans to host a second regional staff retreat in the fall of 2018.

Communication Outreach and Social Platforms

Historically, USAC has utilized bi-annual all-staff newsletters, Facebook, Twitter, OnCampus Today and printed materials to communicate with the staff community. In an effort to connect with staff and USAC partners on a monthly basis, the committee purchased a Constant Contact subscription for e-mail newsletters. Currently the reach includes local staff advisory committee's, current USAC membership, member supervisors, USAC alumni and any staff member who signs-up. The first edition was sent in October 2017, there are currently 517 people subscribed, with an average open rate of 44%.

In addition to Constant Contact, USAC launched a LinkedIn page in June 2017 to connect and share updates with staff on a more business-oriented social platform. LinkedIn allows USAC to easily identify Ohio State staff members and have found a larger staff audience on this platform. Currently the page has over 500 “connections” with the Ohio State community.

USAC plans to renew the Constant Contact membership for another year to continue monthly engagement.



Next Step: Future of Diversity and Inclusion within USAC

During the FY 2016 annual report, it was recommended that the USAC chair appoint a Diversity and Inclusion (D&I) Task force. This task force convened during the 2016-2017 year, focusing on Employee Resource Groups (ERGs) and other critical Diversity and Inclusion projects that directly impact staff. After a productive first year, the task force was reappointed by the 2017-2018 USAC chair, Liz Gordon-Canlas. Over the past year, the D&I task force has been asked to review how the work of D&I lives on USAC and its future with the committee. The current D&I Task force made a recommendation to create an Inclusive Excellence (IE) Subcommittee within USAC to:

- Integrate deliberate efforts and practices that support a more inclusive culture as well as to continue collaboration with stakeholders across campus.
- Continue collaboration with established partnerships across campus to promote inclusive initiatives that are significant to staff.

This recommendation was proposed in a USAC business meeting and USAC members voted to create a 4th USAC sub-committee of Inclusive Excellence.

USAC will implement plans to create a fourth subcommittee focused on Inclusive Excellence by drafting bylaw language, additional points of clarification for the USAC Procedural Manual, and the USAC Chair-elect (Tom Gessells) appointing a subcommittee leader.

**Appendix H - Diversity and Inclusion Task force Listening Session Common Themes
Appendix I - Recommendations for the creation of a new Inclusive Excellence (IE) Sub-Committee**



USAC's Direct Impact to Staff



USAC Members: **27**

Total years of university USAC member experience:

232

Senior Leaders engaged in 2016-17: **12**

900 scoops of ice cream distributed during Staff Appreciation Week



Regional Staff Retreat attendees:

22



Staff engaged during autumn 2017 Diversity and Inclusion listening sessions:

45



157

Conversations with President Drake event attendees



USAC's Direct Impact to Staff

USAC is committed to regular engagement with staff and being a consistent voice on behalf of staff. The chart below summarizes the key initiatives and activities for FY 2018 and 2019. These align with the pillars of USAC's multi-year plan as well as the University's Strategic Plan, Enterprise Project and USAC's Mission. We intend to update this plan periodically.

- Continue prioritizing our efforts in the three existing subcommittees: Governance, Outreach and Engagement (O&E) and Staff Compensation and Benefits (SCBS).
- Focus on diversity & inclusion to create a culture of inclusive excellence for staff across the University.
- Cultivate relationships with key leaders to represent the needs of staff.
- Remain involved with the Enterprise Project to ensure staff perspective is accurately represented.
- Align USAC initiatives in areas relating to or impacting staff with the University's Strategic Plan.

This chart shows major USAC initiatives and activities that are a priority to USAC. The remainder of the report covers some of these accomplishments and the impact USAC has had so far during the 2017-2018 year.

Major USAC Initiative/Activity	Pillars for USAC EOY Report			Strategic Alignment			Fiscal Year 2018				Fiscal Year 2019			
	Sr Leaders	University Transformation	Direct Staff Impact	OSU Strategic Plan	Enterprise Proj	USAC Mission	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Ohio State Strategic Plan	✓	✓	✓	✓		✓	●	●	●	●	●	●	●	●
Cultivate relationships with senior leaders	✓					✓	●	●	●	●	●	●	●	●
Governance focus areas														
Staff Career Development Grants			✓			✓	●		●		●		●	
Reinvisioning Manager Professional Development Opportunities			✓			✓			●					
Appointment and participation in external committees		✓				✓	●	●	●	●	●	●	●	●
University Policy Review/Updates		✓	✓			✓		●	●			●	●	
USAC Bylaw Review/Updates			✓			✓		●				●		
Outreach & Engagement focus areas														
Staff Appreciation Events			✓			✓	●				●			
Community Outreach Engagement			✓			✓	●	●	●	●	●	●	●	●
Conversations with the President Event	✓		✓	✓		✓		●			●			
Conversations with Susan Basso Event	✓		✓			✓			●					●
Regional Campus Retreat			✓			✓		●				●		
Engagement with college and unit based staff advisory committees			✓			✓	●	●	●	●	●	●	●	●
Staff Benefits and Wellness Expo			✓			✓			●				●	
New USAC Member Engagement			✓			✓			●	●			●	●
Staff Compensation and Benefits focus areas														
Health & Wellness			✓			✓	●	●	●	●	●	●	●	●
Rewards and Recognition			✓			✓	●	●	●	●	●	●	●	●
Enterprise Project		✓	✓	✓	✓	✓	●	●	●	●	●	●	●	●
Inclusive Excellence focus areas			✓		✓	✓								
Collaboration across various campus D&I groups		✓	✓			✓	●	●	●	●	●	●	●	●
Listening Sessions			✓			✓		●			●			
Improve partnership with w/PPCW, Senate Diversity and ODI			✓			✓	●	●	●	●	●	●	●	●

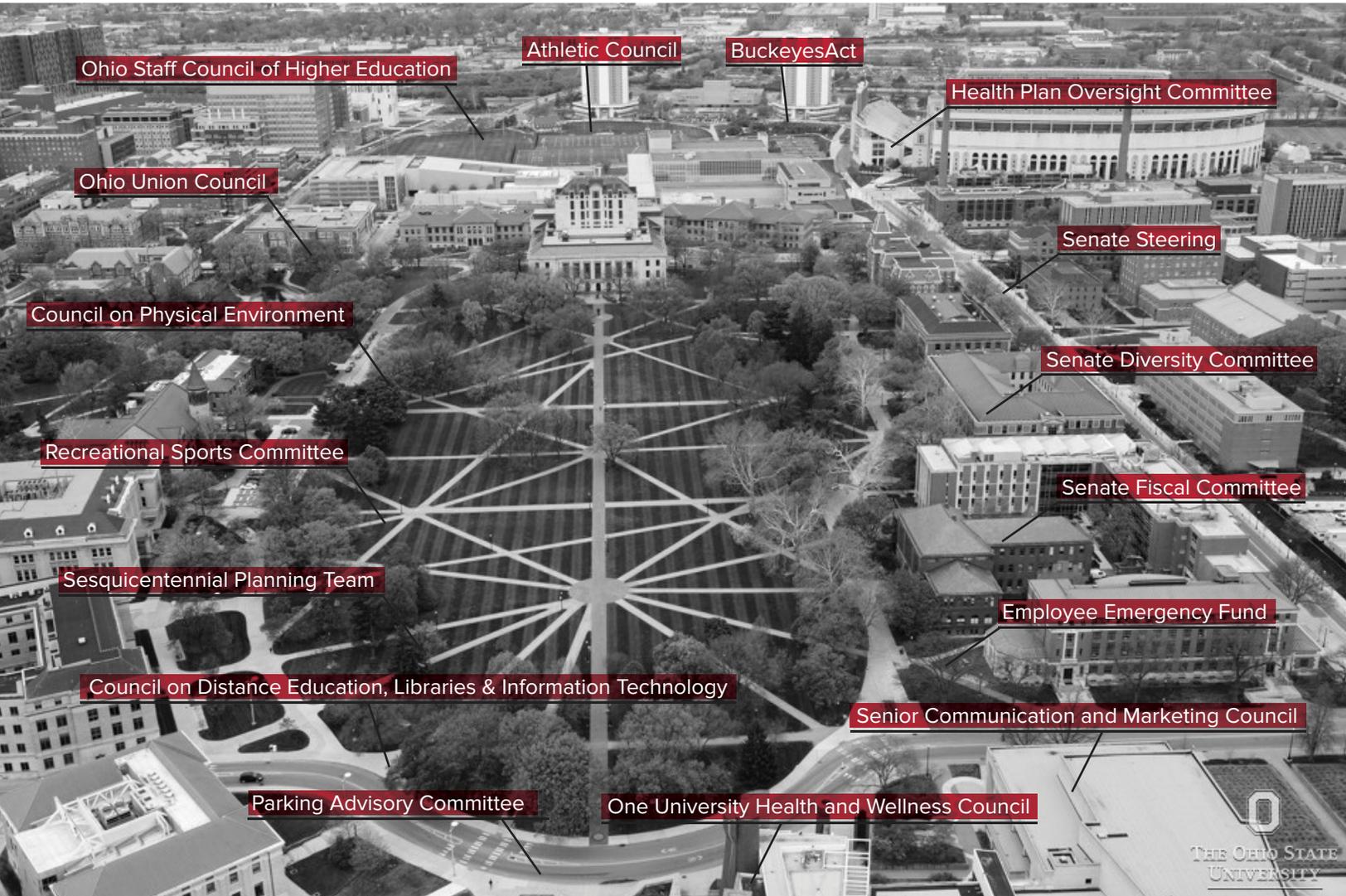


USAC's Direct Impact to Staff

External Committee Reach

The work of advocating for staff cannot be limited to just USAC. In an effort to engage many staff voices around many tables, USAC has the opportunity to appoint staff members to external committees that are a part of University Senate and other University project teams.

Current USAC appointees and 2017-2018 external committee highlights are reflected in the chart on page 15.



USAC's Direct Impact to Staff

External Committee Appointees and Highlights	
External Committee Appointee(s)	2017-2018 Highlights
Ohio Staff Council of Higher Education	
Jodie Joerg Andreoli Lila Andersen	<ul style="list-style-type: none"> Strengthened relationship with Chancellor's office Created recruitment subcommittee to enrich OSCHE membership experience
Council on Distance Education, Libraries, and Information Technology	
Sarah Dawson	<ul style="list-style-type: none"> No updates at the time of report publishing
Ohio Union Council	
Andrew Jordan	<ul style="list-style-type: none"> Approved University Catering alcohol policy revisions Presentations from OUAB, BuckeyeThon, and D-tix
Health Plan Oversight	
Megan Hasting	<ul style="list-style-type: none"> Focus on Your Plan for Health's move to Virgin Pulse and proposed Health Plan Narrow Network initiative and potential impacts to employees including accessibility, patient impact, and transition period
Council on the Physical Environment	
Lisa Mayhugh John Blust	<ul style="list-style-type: none"> Discussion about transportation issues due to campus growth and long-term transportation plan Discussion about availability of campus food services for faculty and staff and presentation from campus dining Further review of Comprehensive Energy Management Plan and impacts
Recreational Sports	
Brian Keller	<ul style="list-style-type: none"> Discussion of proposed fee change for rec sports/RPAC Announcement and discussion surrounding departure of Director of Rec Sports
Employee Emergency Fund	
Tom Gessells	<ul style="list-style-type: none"> Continued the pursuit of the recommendation to increase EEF gifts from \$500 to a maximum of \$1,000 Advocated to change the EEF gift from once in a lifetime to a 5 year renewable grant Decision to decrease the eligibility wait period from one year to six months of continuous service Seeking interim funding from CFO and beginning work to establish an endowment to fund going forward
Senate Fiscal	
Gerhard (Gerry) Raimann	<ul style="list-style-type: none"> Review and approval of differential fee requests, composite benefit rates, overhead rates for earnings units, and support office budget requests Review of financial impact of parking contract Funding of patent expenses for the Technology Commercialization Office Review of summer tuition discount and financial impact, tuition guarantee, and all-funds budget
Athletic Council	
Kevin Petrilla	<ul style="list-style-type: none"> Review of athlete missed class time and revision to coaches reporting template to better address how coaches handle missed class Discussion of student athletes' role in social justice, decision that OSU will support student athletes in their social justice decisions Discussion and presentation of new athletics facilities Discussion and recommendations around football ticket tiered pricing, changes to men's basketball ticket pricing, and golf course dues
Diversity	
Derek West Megan Sayres	<ul style="list-style-type: none"> Presentations and discussions about BART reporting system and Title IX updates and changes Discussion about OHR Affirmative Action Policy and division of policy into two separate policies
Parking Advisory Committee	
Andrew Jordan	<ul style="list-style-type: none"> Introduction and review of new technology, NuPark New garage access equipment and parking tracking improvements Introduction of space tracking for surface lots Review of parking utilization and changes to concessions agreement
Senate Steering	
Elizabeth Gordon-Canlas	<ul style="list-style-type: none"> Sponsored resolution requiring sexual misconduct training for all faculty, staff, students and administrators Reviewed benchmarking of staff presence on Big Ten university governance groups Championed staff experience on university wide agenda items Approval of all University Senate agenda items



USAC Service

The member experience on USAC is impactful for many reasons, one of which is the opportunity to serve the Ohio State and greater Columbus communities. USAC members frequently engage in acts of service as a way to emulate the ways staff can also be meaningful contributors to the larger community.

USAC members volunteered with Special Olympics, sorted donations at the Star House and the Buckeye Food Alliance, and planned the “Hungry Hearts” food drive that benefited the Buckeye Food Alliance.

Staff Appreciation Week and Related Events 2017

Staff Appreciation Week is one of the ways USAC, in partnership with OHR, celebrates and recognizes staff members for all of their efforts. Staff Appreciation Week kicks off a number of summer and early fall events geared towards the staff community, including an ice cream social, a football ticket giveaway, a school supply drive, and a staff tailgate party.

The ice cream social featured 900 ice cream treats as well as games and a photo booth. Provost McPheron was present to greet and interact with staff. USAC has historically had the opportunity to giveaway 50 pairs of football tickets. A school supply drive was held in conjunction with the giveaway to support schools in the University Area—Cranbrook Elementary, Weinland Park Elementary, and Hubbard Elementary.

The staff tailgate party was well served by USAC volunteers working in partnership with OHR. We also distributed USAC marketing materials including hot cards, branded cell phone pockets, zipper totes, and fortune cookies with staff specific messages inside. Other staff appreciation events were a visit to the Marion campus Staff Fun Celebration as well as the Columbus campus, Student Life Staff Celebration.

Staff Benefits and Wellness Expo – Formerly Hidden Benefits Fair: March 13, 2018

The Staff Benefits and Wellness Expo (SBWE) event was organized by USAC in partnership with the Office of the Chief Wellness Officer, Buckeye Wellness, OSU Health Plan and Your Plan for Health.

This event features a number of diverse vendors from across the campus and local Columbus businesses. This year we added 8 breakout sessions focused on 4 different wellness topics with 183 staff members signed up in advance. USAC also offered free professional head shots, with 93 staff members receiving head shots. We estimate close to 900 people in attendance, an increase by almost 200 from the 2017 event!



Membership Roster

Name	Title	Unit
Executive Committee		
Liz Gordon-Canlas, Chair	Asst Director, Residence Life	Office of Student Life
Tom Gessells, Chair Elect	Dir, Information Technology	OSU Health Plan
Megan Hasting, Vice Chair Treasurer/Recorder	Asst Director, Center for Latin American Studies	Office of International Affairs
Nikole Prete, Vice Chair Communications	Facilities & Marketing Coordinator	Office of Student Life
Governance Subcommittee		
Megan Sayres, Chair	Director, Student Activities	College of Medicine
Lisa Mayhugh, Co-Chair	Assoc Director, Clinical Skills	College of Medicine
Marilyn Frueh	Sr Org Develop Consultant	Office of Human Resources
Jodie Joerg-Andreoli	Human Resources Manager	Comprehensive Cancer Center
Abby Whaley	Asst Director, RPAC Facility Ops	Office of Student Life
Sunny Zong	Sr Grants & Contracts Acct	College of Medicine
Outreach & Engagement Subcommittee		
Kelli Kaiser, Chair	Administrative Coordinator	College of Medicine
Kris Villilo, Co-Chair	Director, Member Relations	Office of Student Life
Morgan Buckner	Assistant to the Director	Nisonger Center
Ginny Corso	Academic Program Coordinator	Mansfield Campus
Melanie DiFeo	Sr Dir, Marketing & Comm	Fisher College of Business
Traci Laub	Workers Comp/Disability Claim Mgr	Office of Human Resources
Staff Compensation & Benefits Subcommittee		
Andrew Jordan, Chair	ARC Coordinator	Student Life – Rec Sports
Cindy Davis, Co-Chair	Program Manager SEI	University Registrar
Christine Benadum	Assoc Director, Special Events	Fisher College of Business
Stacey Copley	Training Coordinator	Wexner Medical Center
Tim Lombardo	Instructional Designer	Office of Distance Education & eLearning
Aaron Moore	Residence Hall Director	Office of Student Life
Chrissy Sprouse	Lead Human Resource Specialist	Office of Academic Affairs
Diversity & Inclusion Taskforce		
Cesar Seguil, Chair	Program Admin, Academic Affairs	College of Pharmacy
Twhila Holley	Coordinator, Student Services	Fisher College of Business
Courtney Sanders	Grad Program & Chair Coord	Political Science
Staff Compensation & Benefits Subcommittee		
Tracey Pawlowski, Ex-Officio	Project Mgr, ERSRM, T&L&D	Office of Human Resources



Appendices

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Appendix A

Reward and Recognition Task Force

Final Recommendation – May 23, 2016

Submitted to Tami Jones, Senior Director, Communications & Culture Integration and AJ Douglass, SVP, Talent, Culture & Human Resources

In December 2015, the Office of Human Resources convened a small task force of stakeholders, representing both faculty and staff interests, to examine the current programmatic Reward and Recognition activities and events. The group met on several occasions through April, 2016, focused on discussion and analysis to provide the below outlined recommendations for consideration of how to proceed with these HR sponsored activities.

Summary

Overall, the Task Force agreed in the value that recognition at a central university-wide level contributes to the experience of faculty and staff working at Ohio State. The committee agreed that the events produced by Human Resources are valued and worth continuing, with a few exceptions.

The most significant proposed changes include:

- Elimination of the longstanding Faculty and Staff Retirement Dinner in 2016
- Elimination of the Faculty and Staff Service Recognition luncheon event, beginning in 2017
- Reinvestment of the funds from the retirement dinner to expand years of service recognition at an earlier stage in a faculty or staff member's career.
- Transition HR's administration of the Staff Arts Show to the University Staff Advisory Committee, as this committee is highly invested in the event at present.

The Task Force agreed that the Distinguished Diversity Enhancement Award, Distinguished Staff Award and Staff Appreciation Week are valued programs and should continue in their present state, with suggested improvements as documented from the discussions.

Key Findings

Distinguished Staff Awards

The task force recommended that HR continue to sponsor and produce this award for the university.

- There are few honors that recognize and award staff excellence.
- There is no need to expand this award to recognize staff groups or management.

Recommendation: Continue, no suggested changes to format or structure of the staff award program.

Distinguished Diversity Enhancement Award

The task force engaged in extensive discussion specific to the Distinguished Diversity Enhancement Award. A few items drew consensus, to include:

- The current award’s objective should be restructured making it is clear to university community what constitutes worthiness of nomination.
- The award could potentially apply creative theming or specific diversity focus annually through the nomination process.
- HR needs to leverage the existing network of Diversity Ambassadors to broaden awareness of the award and influence the nomination pool.
- Explore other Diversity Awards produced on campus, and examine whether stronger collaborations are warranted.
- Showcase the Diversity work of award recipients and nominees when possible.

Recommendation: HR should continue to sponsor its own diversity award, and coordinate efforts with other campus Diversity Awards, if possible. A few of the known diversity-centric recognition awards are listed below.

Sponsoring Unit/College	Activity	Audience
Student Life/ Multicultural Center	Student Leadership Awards http://multiculturalcenter.osu.edu/get-involved/student-leadership-awards/	Students and student organizations.
College of Engineering –	Faculty Awards https://legacy.engineering.osu.edu/awards/content/faculty-diversity-excellence-award	College faculty
Outreach and Engagement	Recognition Awards http://outreach.osu.edu/for-faculty-and-staff/awards.html	Faculty, staff, students and community partners

Staff Appreciation Week

The Task force reviewed the typical slate of activities organized by the Office of Human Resources for Staff Appreciation Week.

- This activity is viewed as positive, with a small investment of time and financial resources.
- It wasn’t necessary to change the scope to include faculty in the title, even though activities are open to all faculty and staff.
- There was no regional campus representative on this task force, but there is sensitivity to activities being focused on the Columbus Campus.

Recommendation: Continue this activity in its current state; work with regional campuses to create synergy with Columbus Campus activities.

Staff Arts and Craft Show

HR currently partners with the University Staff Advisory Committee (USAC) to sponsor this event. In its current state, although viewed as a positively received activity, the time investment from HR is high with perceived impact to staff as a whole as relatively low. This is based upon entries in the show and attendance to the opening reception over the past few years. Funding for this activity would be redirected toward the Staff Appreciation Week slate of activities.

Recommendation: Transition full ownership of the event from HR to USAC, with transitional support from HR for the 2016 event. HR sponsorship of this activity would cease in FY '18.

Faculty and Staff Retirement Dinner

The group discussed the current recognition of retirees with 20 years of service at a dinner in the fall. Over the past several years, the number of retiree attendees versus eligible invitees is documented well below 50%. Other items discussed:

- Many faculty and staff are celebrated at retirement by their home units.
- This activity is a significant investment (event expenses, gift, etc) for employees who have left the institution (or have returned to work).
- The Medical Center stopped their version of this event many years ago.

Recommendation: Cease support of retirement as an event activity (FY '17) and recognize retirees in the following manner:

- Letter from the President or Senior Leader recognizing commitment and dedication to the university.
- Provide units a vehicle to purchase the clock gift at cost for their retiree.
- Cost savings from the elimination of the dinner and gift (estimated at \$10,000) would be reinvested in a proposed, expanded Service Recognition program.
 - Note: Retiree appreciation correspondence would require the creation of an automated process to ensure timely delivery; would need to budget for first class postage costs and stationery. An internal process for ordering and delivery of clocks to local departments would need to be designed; or secure a direct access vendor/fulfilment agent with an approved vendor.

Faculty and Staff Service Recognition

The task force discussed various points of view with regard to Service Recognition. Key points of the discussion included:

- Lack of consistency with Medical Center on when to begin recognizing years of service. The university begins this recognition after the 25 year of service. The Medical Center begins recognition at year 1-9, gifts commence after the tenth (10) year milestone.
- Attendance at the luncheon is below 50% of eligible recipients, which could be due to a number of factors:
 - Inability to leave work during this timeframe.
 - Uncomfortable attending an event without colleagues or family.
 - Distance (for some located off Columbus Campus).
- Changing generational workforce where longevity is not a goal. Years of service recognition should begin earlier in your career.
- Performance is not a focus of this type of recognition; rewarding longevity could be perceived as a guarantee of employment for some faculty and staff.
- Honorees view interaction with senior leaders as important and valued.
- Cost of event is high for the number of attendees.

Recommendation: Cease support of faculty and staff service recognition as a luncheon event (beginning in FY '18). Reinvest savings from Retirement Dinner and Years of Service Luncheon into expanded recognition beginning year 1, aligning with Medical Center practice. HR to identify cost-effective alternatives to provide faculty and staff (with higher years of service) to be recognized by President and other senior leaders.

Other Considerations:

BRAVO – The Medical Center’s Online Recognition Platform

The BRAVO recognition system for the Medical Center was demonstrated for the task force. The university side would need to conduct a feasibility study for IT, cost, as well as test acceptance by faculty and staff. It was clear that the ‘shopping or award’ functionality can be toggled to be accessible only for those with resources to support it.

Recommendation for use of the system is out of scope at this time.

Issues or Cautions related to proposed changes:

- Any of these changes may seem like a ‘takeaway’ of activities that our employee population has become accustomed, and dissatisfaction could potentially be reflected upon our most senior leadership.
- Education to managers and supervisors regarding their role in recognizing their faculty and staff locally will be important to implement while making these changes.
- Cost savings discussed in each recommendation is planned for reinvestment as noted.

Next Steps:

- AJ Douglass to share recommendations with President Drake for alignment
- Approved version to be implemented for FY '17, or as indicated for events requiring a transition period.

Task Force Members:

Jennifer Beard, The Women's Place

Trina Beebe, USAC representative, College of Food, Agricultural and Environmental Sciences

Stephanie Carmean, Office of Human Resources

Lois Harris, Office of Disability Services

Amy Hurley, Program Director, OSU Wexner Medical Center

Brian Keller, USAC representative, College of Arts and Sciences

Diana Lantz, Office of Human Resources

Laura Stehura, Office of Administration and Planning

Todd Suddeth, Multicultural Center

Kay Wolf, Office of Academic Affairs

Yolanda Zepeda, Office of Diversity and Inclusion

Reward and Recognition Task Force

Follow-Up Addendum to May 2016 Recommendation

Update: October 4, 2016 to include benchmarking of public and private peers

Update: December 20, 2016 to include benchmarking follow-up at request of President Drake

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Overall, the Task Force in May, 2016 agreed in the value that recognition at a central university-wide level contributes to the experience of faculty and staff working at Ohio State. The committee agreed that the events produced by Human Resources are valued and worth continuing, with a few exceptions.

The most significant proposed changes include:

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- Transition HR's administration of the Staff Arts Show to the University Staff Advisory Committee, as this committee is highly invested in the event at present.

The Task Force agreed that the Distinguished Diversity Enhancement Award, Distinguished Staff Award and Staff Appreciation Week are valued programs and should continue in their present state, with suggested improvements as documented from the discussions.

It was agreed by the interim SVP HR leadership that for the remainder of 2016 that planned retirement and years of service recognition events would be carried out as scheduled. A revisit of the task force recommendation would be discussed in early 2017.

Additional Perspective – Benchmarking, Campus Inventory

Upon request of the interim SVP HR Leadership, the Office of Human Resources Special Events team completed an initial inventory of campus recognition activities along with external benchmarking in the month of September. This additional context shows how Ohio State efforts compare internally and externally.

Internally, research and input from units and colleges shows wide disparity across colleges and departments in the awards and recognition opportunities available for faculty and staff. University level awards are largely facilitated by the Office of Human Resources, the Office of Academic Affairs and the Alumni Association with one additional award administered by the Office of Research. Broadly, staff recognition opportunities are limited.

External benchmarking reflects a mix of private and public sector, to include four academic institutions (University of Michigan, University of Minnesota, MIT and Kent State) and The Ohio State University Wexner Medical Center. The information obtained from discussions with contacts at each helps to confirm how these organization are recognizing key milestones, including service anniversaries, retirement as well as award and appreciation activities.

Most significant findings from the research conducted supports the recommendation to discontinue the centrally sponsored retirement and service recognition events and redirect the funding to recognize years of service earlier. The majority of those who participated in the benchmarking discussions indicate that in-person events have been replaced by vendor fulfillment catalog gifts and department/unit level celebrations.

Years of Service

- 8 of 8 confirmed they recognize service anniversary dates
- 3 of 8 award service pins; 1 holds an on-site pin ceremony; another hosts an event at the President's residence for those staff celebrating greater than 20 years – all others do not host an event
- 5 of 8 have transitioned from events to vendor fulfilled catalog requested years of service gifts

Retirement

- 6 of 8 confirmed they recognize retirement; 2 of 8 host retirement events - all others celebrate retirements at the department/college level

Award Programs

- 7 of 8 confirmed award programs are in place for exceptional leadership/performance at both the central and department/college level

Appreciation Events

- 6 of 8 confirmed either a central or local organized appreciation activity held annually

Annual Budgets

Limited information disclosed from benchmarking participants.

We were provided the following for comparison:

Ohio State Wexner Medical Center – approximately \$500k

University of Michigan - \$515k (central budget, not inclusive of college/departments)

University of Minnesota – Full budget not disclosed.

Reference to a prior 1-day staff only event with a \$70,000 budget.

The Ohio State University - \$86k (central budget within OHR for university-wide events)

Strategic Alignment (Update December 2016)

At the request of President Drake, follow-up discussions with several of the benchmarking institutions revisited whether the investment in rewards and recognition activities aligns with a specific talent or other organizational strategy or goal.

The follow-up conversations confirmed that none of the organizations in higher education or industry benchmarked have linked their activities to either a strategy or goal nor are metrics in place to measure the impact of appreciation/recognition within the organization(s).

Similar to Ohio State, the higher education institutions (University of Minnesota, MIT and University of Michigan) indicate their programming was created decades ago and has been slow to evolve. Each base their activities on recognition for significant contributions and a general appreciation of service. The philosophy shared by the University of Michigan is that employee job satisfaction has direct impact on the quality of services staff provides and is a low investment for positive goodwill and outcome.

Industry counterparts are also less concerned with metrics related to the investment being made, and link outcome to workplace culture.

There is general interest to learn more about how to measure impact in this area, but thus far these efforts are for the good of the culture with the general knowledge that there is expected positive impact on job satisfaction.

Next Steps

With alignment from the President and HR senior leaders, we request the opportunity to pursue the development of a proposal to define an alternate faculty and staff recognition plan for discussion to implement in FY18.

In order to appropriately design a proposal, direction on level of funding, status quo or otherwise, will be necessary in identifying feasible options to align with budget expectations. Any specific insight on event preferences from senior leadership would also be helpful in outlining options for consideration.

Reward and Recognition Recommendation Background September 13, 2017 – Susan Basso TAG w/ Tami Jones

The following outlines the activities associated with the recommendations specific to the Reward and Recognition offerings administered by the Office of Human Resources:

- USAC's 2015 Annual Report identified a request/opportunity for HR to lead a task force focused on assessing the university's rewards & recognition efforts with a group recommendation deadline of May 2016.
- OHR convened a task force in December 2015, representing both faculty and staff interests, which met through April 2016 focused on discussion, benchmarking and analysis of current programmatic activities facilitated by the Office of Human Resources. The group also looked at integration opportunities with other campus and medical center recognition efforts.
- A recommendation summary was finalized by the task force in May 2016. The most significant recommendations were:
 - Elimination of the longstanding Faculty and Staff Retirement Dinner in 2016
 - Elimination of the Faculty and Staff Service Recognition luncheon event, beginning in 2017
 - Reinvestment of the funds from the retirement dinner to expand years of service recognition at an earlier stage in a faculty or staff member's career.
 - Transition HR's administration of the Staff Arts Show to the University Staff Advisory Committee, as this committee is highly invested in the event at present.
- In Fall 2016, Katie Hall was briefed and President Drake was provided an overview of the recommendations of the task force. At that time, he requested additional benchmarking from institutions queried to understand linkage to strategy at each institution/corporation. Key findings were:
 - The Ohio State University is on par with peer universities and local corporations, who disclose that they still conduct some recognition of years of service, award of excellence and retirement. More than half have enlisted a vendor for fulfillment of this recognition.

- Of the budgets disclosed, the range of funding surpassed \$500K (HR budget is \$86K for all events).
- In early 2017, OHR leadership decided to carry out schedule of events as planned.
- All recommendations identified require discussion specific to incremental funding and resources needed to support any of the proposed changes.
- UPDATE: In December 2017, Susan Basso made the decision to maintain status quo with core university-wide events managed by OHR Special Events; the outstanding item of whether to transition the Staff Art Show remains open to discuss with USAC leadership.

Appendix B

As noted in the USAC Annual Report, the Resolution to the Rewards and Recognition task force is to maintain status quo with University-wide events managed by OHR. As a point of interest for SCBS this year, the subcommittee collected feedback from units across campus related to staff awards and recognition offered at the unit or department level. A summary of the information collected is below.

- Of the 12 Units who responded with information about their awards and recognition, there are 21 awards with a financial incentive over \$150.
 - The range for incentive awards is \$150 - \$1,200
 - This includes OHR (University wide) awards
- College of Arts and Sciences provides an Outstanding Staff Award with \$1,000 one-time cash award and a \$500 increase to his or her base salary. Similar to the distinguished staff award through OHR, with \$1,500 cash and \$700 base.
- Years of service – Of the units who responded, only three recognize years of service. The university celebrates milestone years of service beginning at 25 years. Some units honor retirees after 20 years of service.
- Newark Campus recognizes staff who have been with the university beginning after their fifth year and again after each five-year increment.
- Office of Business and Finance annually recognizes staff who work in their office for 5, 10, 15, 20, 25, and 30 years.
- University Library recognizes staff annually from their employment with the university.

The information will help guide conversations with USAC partners in exploring options to create consistency in regards to rewards and recognition for all university and medical center staff.

Staff Development Grant Proposal

Updated March 2018

History

The Staff Career Development Grant provides staff with an opportunity to further their growth and development. Eligible staff can apply for a Staff Career Development Grant of up to \$1,000 for individuals and \$1,500 for groups. Grants are used for professional development, education or training costs related to job and/or career goals.

In 2013, USAC worked with university leadership at The Ohio State University to increase the funding for the Staff Career Development Grant and to create a Staff Manager Development Grant. This additional funding was allocated from the revenue obtained as part of the parking operations agreement entered into with CampusParc the prior year.

The Staff Career and Staff Manager Development grant program was funded as follows:

- \$75,000 annually which was an increase from \$11,000 annually in previous years
- Additional \$75,000 annually for the Staff Manager Grant
- Disbursements of up to \$1,000 for individuals submitting grant proposals
- Disbursements of up to \$1,500 for groups submitting grant proposals
- Up to 150 grants could be awarded annually

Eligibility (as of 2013)

An applicant must meet one of the following conditions:

- Must be employed as a regular full or part-time Classified Civil Service or Administrative and Professional staff member with at least two continuous years of service with Ohio State. Though previously pro-rated, USAC proposed that grants be funded equally for both part and full-time staff members.
- Be a former Ohio State University staff member with at least two continuous years of university service and currently unemployed due to the elimination of job position. USAC proposes that his benefit extend to no more than 12 months termination of employment.

Faculty, student employees and staff on temporary appointments are not eligible for this grant.

Between October 2013 and January 2018, we received 2079 grant applications. Since October 2013, **524** grants have been awarded, totaling almost **\$499,610.95**.

With increased funding, we would be able to increase the number of qualified applicants funded and we would be able to fund individuals at a higher rate, up to \$1500.

Recommendations

As part of the FY 2016 end of year report USAC asked for an additional \$150,000 in funding for the staff career development grant. An additional \$50,000 was asked for as part of the FY 2017 end of year report. At this point, there has



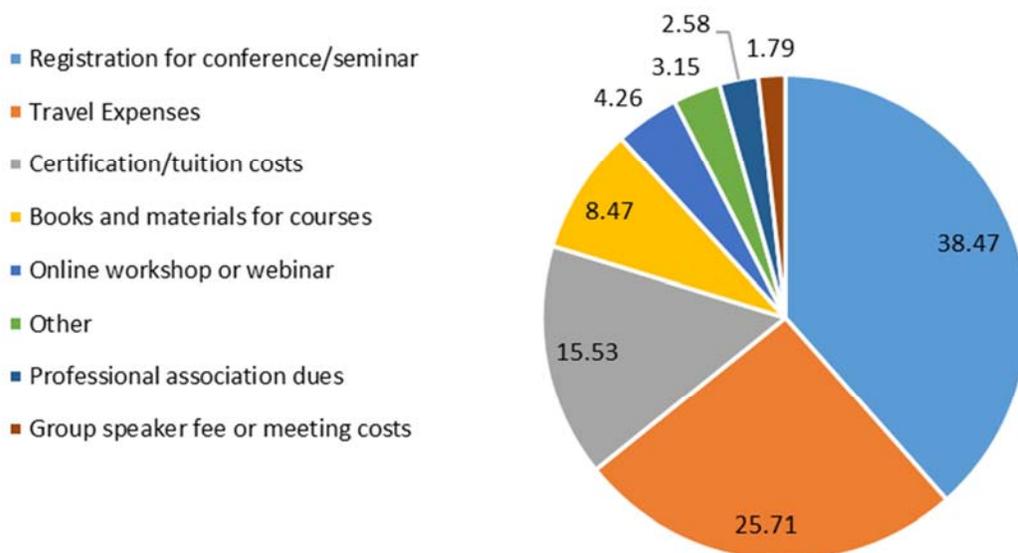
THE OHIO STATE UNIVERSITY
HUMAN RESOURCES

been no increase in funding. Due to the overwhelming success of the grants and the interest in continuing to fund them at a high level, we would like to propose an additional **\$50,000** for the career and manager grants. This money would replace the two previous requests (FY 2016 and FY 2017) and would help us maintain the success of the grant program and identify additional opportunities to fund professional and manager development. Once approved, the grant program and the amount would be evaluated again in three years.

The additional funds would be used to:

- Increase disbursement for individual application from \$1000 to \$1500
- Incentivize group applications using tiered funding model (this is illustrative):
 - 2-10 applicants (\$2000)
 - 11-50 employees (\$2500)
 - 51+ (\$3000)
- Provide additional manager development opportunities by permitting managers to use the manager grant funds to attend conference, events, workshops, etc that are offered outside of the university
- Identify new and innovative ways to fund staff/manager professional development at Ohio State

How the grants were used



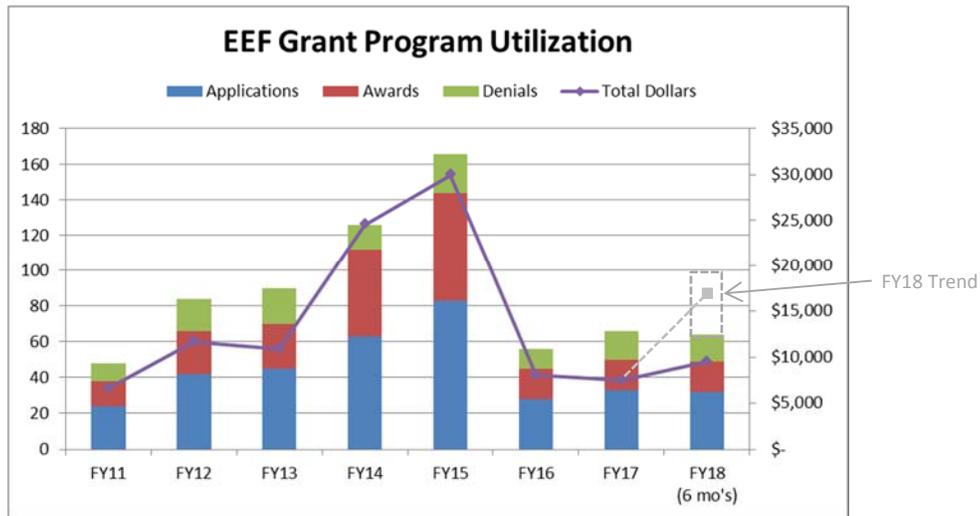
Grant recipients used the knowledge gained through their professional development opportunity to enhance skill sets, grow leadership skills, improve processes and programs, and increase networks across campus and with experts in their fields.

Funding helped recipients improve their ability to do their job because they were able to get new ideas, find new tools, reinforce improvement behaviors and reframe their work. This helped them feel more successful, add greater value to their work and educate others on their teams.

Employee Emergency Fund 2018 Update

Overview

Ohio State is committed to being a healthy workplace including benefits to help staff manage life's challenges. The Ohio State Employee Assistance Program (EAP) started the Employee Emergency Fund (EEF) in April 2009 to ease the stress of staff financial shortfalls in an emergency. The first grant was awarded January 2011 and since then 224 grants have been awarded totaling \$108,559. The average award is \$484 per application.



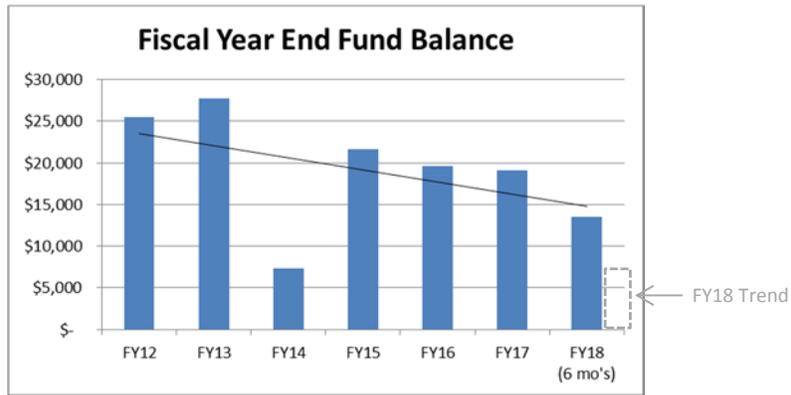
EEF Fund Balance

EEF awards have been funded in two ways:

- OSU Campus Campaign contributions – these are added to the fund on a monthly basis and have seen a decline over the years.
- Office of the CFO periodic contribution – \$25,000 was added to the fund in 2015.

As a result of the ongoing demand for these awards and lack of sustaining Campus Campaign contributions, the fund balance continues to decline. Based on past trends, USAC and EAP expect the fund balance to be nearly depleted by the end of 2018. The EEF fund balance as of December 31, 2017 was \$13,512. In the past 6 months alone, the fund balance has declined by \$5,586.

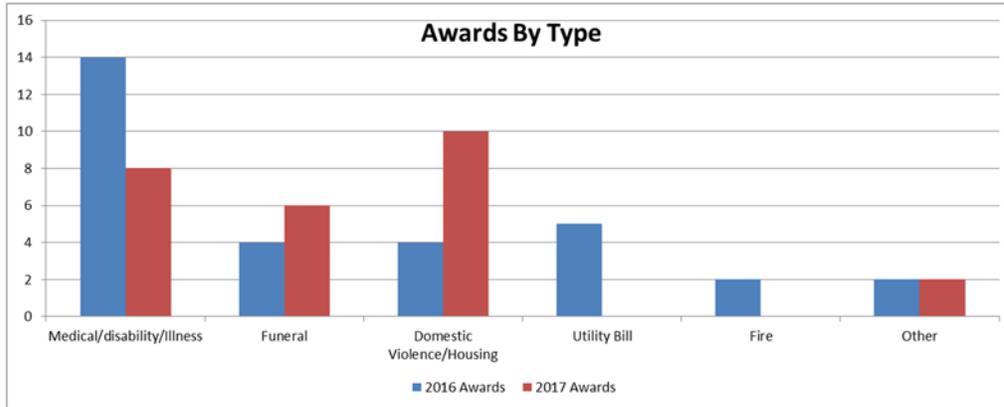
Employee Emergency Fund 2018 Update



Employee Emergency Fund 2018 Update

Grant Awards by Type

105 individuals contacted the EAP in 2015 regarding EEF, 100 in 2016 and 111 in 2017. When looking at trends, it appears some employees have very little resources to handle a short-term crisis. The chart below highlights an increase in domestic violence / housing related awards and a decrease in Medical / Disability / Illness related awards.



Approximately 34% of the applicants are not approved because they do not meet the criteria set forth in the application process. Typically the need does not meet the definition of emergency. The 34% does not include employees screened out by the EAP who don't meet the initial application process criteria. Nor does the amount of funds awarded realistically cover what is needed to truly assist the employee. The debt amount usually exceeds the maximum amount that can be awarded. It only provides limited financial relief as other sources of money are required to assist.

EEF Application Process

Current eligibility criteria for the Employee Emergency Fund include...

- Must be an active university staff or faculty member
- Must have a temporary financial hardship because of an emergency situation
- Must be at least a 50% or greater; full time equivalent
- Must have a least 12 months of continuous paid employment at the time of application
- Have considered other possible resources which were not available or are not sufficient to meet the need

Applications are put into a standardized format after submission that limits personal identifying information. They are then submitted for review by a **six** member committee with members from across the university. The Director of the Employee Assistance Program votes in order to break a tie. An employee's name is submitted to OHR to determine if an employee is in good standing if an award is agreed upon. Finally, the approval goes to payroll who disperses the funds to the employee.

Employee Emergency Fund 2018 Update

Findings and Recommendation

USAC's 2017 Recommendations have not been realized yet as we continue to work towards increasing the fund balance. USAC's 2017 Recommendation and Action Items are still valid and should continue to be pursued. Since the 2017 recommendation, USAC and EAP have partnered with OHR to pursue additional funding. The original 2017 Recommendation and new 2018 Recommendations are shown below.

2017 Recommendation

- Adjust the award maximum from its current \$500 level to \$1,000 per application. Due to this change, there will be additional funding shortfalls unless additional funding is obtained. It is estimated by the EAP that an annual allotment of \$50,000 will cover the need.

2017 Action Items

USAC, in consultation with EAP, has agreed to implement the following:

- Increase grant from \$500 to a maximum of \$1,000 per application.
- Change award from once in a lifetime to a 5 year renewable grant. Financial management training will be made available to those requesting a second grant after 5 years.
- Decrease the eligibility wait period from one year to six months of continuous service.

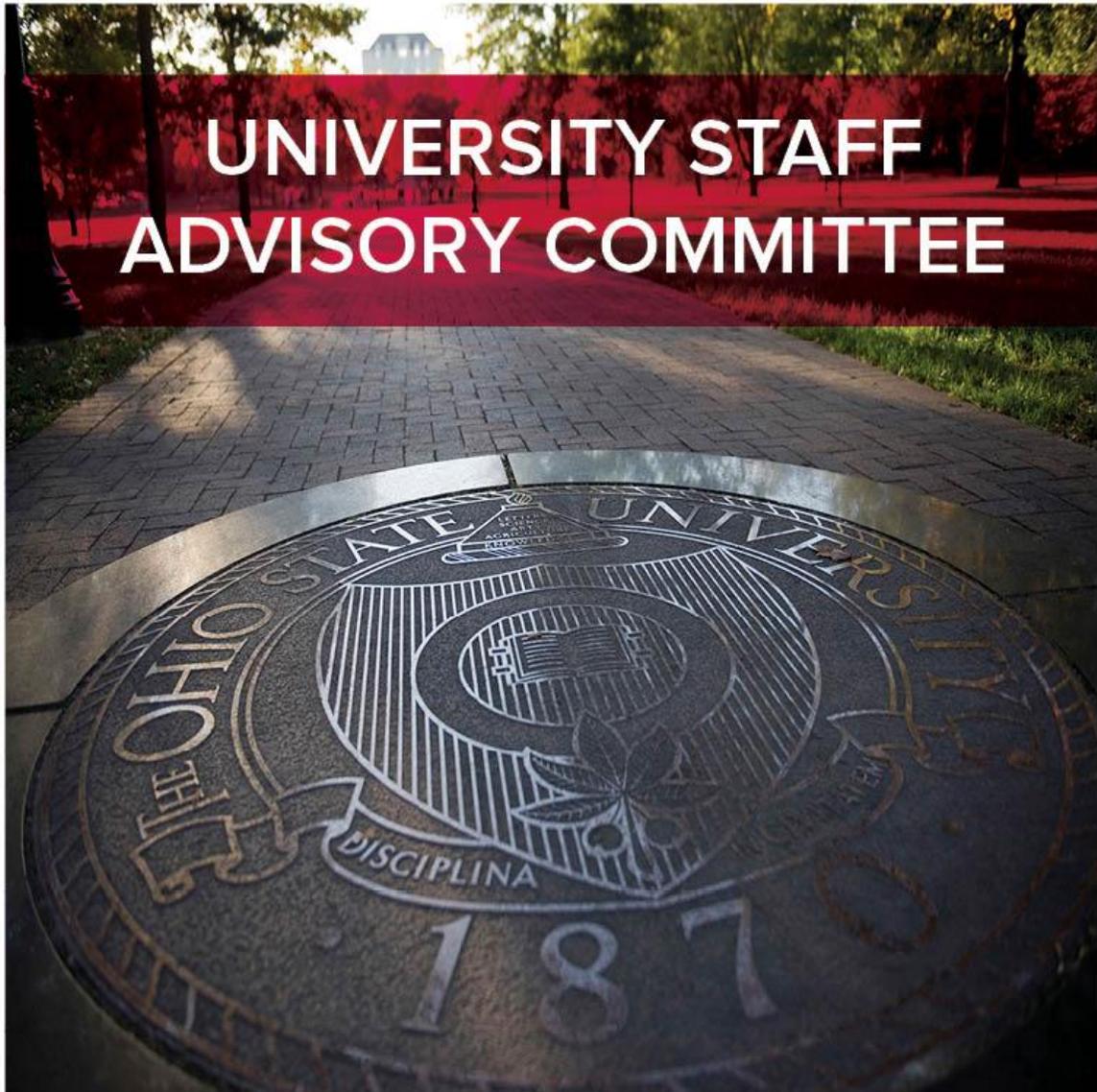
2018 Recommendations

- Proceed with 2017 Recommendation shown above and partner with OHR to pursue additional funding sources.

2018 Action Items

USAC, in consultation with EAP and OHR, has agreed to implement the following:

- Proceed with 2017 Action Items shown above.
- Partner with OHR to obtain one-time funding of \$50,000 from office of the CFO.
- Partner with OHR and the Office of Advancement to establish an endowment to fund these grants for years to come.



USAC Packet for Susan Basso, Senior Vice President for Talent, Culture, and Human Resources

Prepared by Liz Gordon-Canlas, 2017-2018 USAC Chair

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USAC Overview

Mission Statement:

The University Staff Advisory Committee (USAC) is an advisory body to the university president. Its mission is to maintain an active and participatory line of communication with the university community and to provide a forum through which university staff can raise, discuss, and make recommendations to support the university's mission.

Vision Statement:

Working as a highly visible team, USAC will collaborate with university leadership to provide valuable guidance on evolving staff interests, thus shaping the environment and culture to make Ohio State a workplace of choice.

Membership:

USAC members serve a 3 year term as members of the volunteer committee. The three- year appointments are staggered, so that every year up to ten new members are added and third-year-members cycle off the committee.

Candidates for USAC membership are Ohio State staff who have two years of continuous full-time experience at their time of appointment, and an FTE of 75%. One member can be a staff member from a regional campus that is paid through a cost shared appointment, and who maintains 75% FTE throughout their term. The members can be from non- bargaining units from the following classifications: classified civil service (CCS), unclassified administrative and professional (A and P), and senior administrative and professional (Senior A and P). USAC's membership is limited to 30 members who are appointed by the President.

The committee is currently operating with 27 members. This reduction was made in order to the desire to enhance both the level of engagement of all members, as well as to create a more manageable number of members.

USAC Governance:

The committee consists of four executive officer positions: Chair, Chair-Elect, Vice Chair Treasurer/Recorder, and Vice Chair – Communications. Chair-Elect is a position with a two year term, the first year served as Chair-Elect, the second year served as Chair.

The chair provides leadership and guidance to the full and executive committees and is the spokesperson for the committee for official matters. The chair works in conjunction with other members of the executive team and subcommittee chairs to develop the budget for the committee. The chair also attends the following meetings and events: University Senate, Senate Steering, Board of Trustee Meetings, Graduations, Welcome/ Special Event Receptions, Breakfasts with the President, and monthly meetings with the senior vice president of human resources. Involvement in other university wide committees varies from year to year and is based on the current university wide topics.

The chair-elect acts as a liaison between subcommittees as needed, oversees the USAC schedule, serves as chair of the New Member Task Force, and will act as chair should the chair be absent.

The vice chair—treasurer/recorder is responsible for calling for agenda items prior to meetings, distributing agendas to the members and records minutes for all full committee meetings, as well as being responsible for oversight of USAC's budget.

The vice chair—communications is responsible for the dissemination of USAC's messages to its designated

audiences, and serves as a liaison to all subcommittees to ensure that the USAC message is distributed appropriately and consistently for all functions and activities.

The committee is comprised of three subcommittees where much of our work is completed. Members (with the exception of the four executive positions) serve on one of the subcommittees. The three subcommittees and one taskforce include:

- Governance
- Outreach & Engagement (O&E)
- Staff Compensation & Benefits (SCBS)
- Diversity and Inclusion Taskforce

The **Governance Subcommittee** oversees USAC bylaws and is responsible for the appointment of a staff representative on all Senate and university-wide committees. Governance receives reports from those that serve on these committees and brings relevant topics to the full committee. Representatives from Governance serve on the Staff Career Development Grant and Distinguished Staff Award Selection committees.

- Athletic Council
- Council on Physical Environment
- Council on Libraries & Technology
- Diversity Committee
- Fiscal Committee
- Government Affairs
- Health Plan Oversight
- Ohio Union Council
- Recreational Sports
- Senate Steering (chair)
- University Senate (chair)
- Benefits Appeals
- Ohio State Council of Higher Education (OSCHE)
- Employee Emergency Fund Review

The **Outreach and Engagement Subcommittee (O&E)** coordinates the efforts for USAC involvement in the Recognition Breakfast, the Hidden Benefits Fair, and other USAC events. O&E is responsible for professional development activities sponsored by USAC. O&E works with the vice chair—communications to market USAC to various university audiences.

The **Staff Compensation and Benefits Subcommittee (SCBS)** conducts and analyzes staff surveys regarding issues like compensation and benefits. Based on the surveys that are conducted, SCBS develops, prepares and executes the Report Presentation to the President.

USAC 2017-2019 Initiatives

USAC leadership has developed a multi-year plan to foster consistency in our vision and focus over the next two years. Sharing our vision and high-level roadmap will help foster alignment within USAC, amongst staff, senior leaders and across the university.

Our mission will remain consistent, advocating on behalf of staff. We plan to...

- Continue prioritizing our efforts in the three existing sub-committees: Governance, Outreach and Engagement (O&E) and Staff Compensation and Benefits (SCBS).
- Focus on diversity & inclusion to create a culture of equity for staff across the university.
- Cultivate relationships with key leaders to represent the needs of staff.
- Enhance our involvement with the Enterprise Project to ensure staff perspective is actively engaged.
- Align USAC initiatives in areas relating to or impacting staff with The Ohio State University Strategic Plan.

USAC is committed to engaging with staff regularly and being a visible voice on behalf of staff. The chart below summarizes the key initiatives and activities for fiscal years 2018 and 2019. These are aligned with the pillars of our next end of year USAC report to the president. These are also aligned with Ohio State's Strategic Plan, the Enterprise Project and USAC's Mission. We intend to update and refresh this plan periodically.

Major USAC Initiative/Activity	Pillars for USAC EOY Report			Strategic Alignment			Fiscal Year 2018				Fiscal Year 2019			
	Sr Leaders	University Transformation	Direct Staff Impact	OSU Strategic Plan	Enterprise Proj	USAC Mission	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Ohio State Strategic Plan	✓	✓	✓	✓		✓	•	•	•	•	•	•	•	•
Cultivate relationships with senior leaders	✓					✓	•	•	•	•	•	•	•	•
Governance focus areas														
Staff Career Development Grants			✓			✓	•		•		•		•	
Reinvisioning Manager Professional Development Opportunities			✓			✓		•	•					
Appointment and participation in external committees		✓				✓	•	•	•	•	•	•	•	•
University Policy Review/Updates		✓	✓			✓		•	•		•	•	•	
USAC Bylaw Review/Updates			✓			✓		•			•			
Outreach & Engagement focus areas														
Staff Appreciation Events			✓			✓	•				•			
Community Outreach Engagement			✓			✓	•	•	•	•	•	•	•	•
Conversations with the President Event	✓		✓	✓		✓		•			•	•	•	•
Regional Campus Retreat			✓			✓		•				•		
Engagement with college and unit based staff advisory committees			✓			✓	•	•	•	•	•	•	•	•
Hidden Benefits Fair			✓			✓			•				•	
New USAC Member Engagement			✓			✓			•	•			•	•
Staff Compensation and Benefits focus areas														
Health & Wellness			✓			✓	•	•	•	•	•	•	•	•
Rewards and Recognition			✓			✓	•	•	•	•	•	•	•	•
Enterprise Project		✓	✓	✓	✓	✓	•	•	•	•	•	•	•	•
Equity in the staff experience			✓		✓	✓	•	•	•	•	•	•	•	•
Diversity & Inclusion focus areas														
Collaboration across various campus D&I groups		✓	✓			✓	•	•	•	•	•	•	•	•
Listening Sessions			✓			✓		•				•		
Improve partnership with w/PPCW, Senate Diversity and ODI			✓			✓	•	•	•	•	•	•	•	•

Brief History of USAC:

The Beginning

The committee was established in 1986 by President Jennings. He appointed 17 members at that time. The original charge from Jennings' office follows:

The academic support role of all of the University's staff members is a central and crucial one to building on our base of excellence. To more fully acknowledge the importance of our University staff, a new Staff Advisory committee is being formed. As an advisory body to the President, the committee will provide a forum in which University staff can raise, discuss and make recommendations on current non-academic concerns and events, such as staff involvement in University activities and the amount and quality of communication for the diverse staff members on our campus.

The committee's general purpose was to facilitate good communications on behalf of and among University staff members. Additionally, it will provide a means for staff members to develop and exercise an institutional perspective as they advise on various matters.

The Transition Period

In 1990 President Gee created a larger staff council that would provide staff with greater representation. He appointed a presidential task force (called Staff Governance Task Force) that was responsible for planning and implementing a new governance structure for staff. The members of this task force included two vice presidents, one faculty member from the University Senate, the Secretary to the University Senate, one staff member at-large, and four members of USAC. While the Task Force was working on the proposal and holding open forums for input from members of the University Community the local chapter of CWA charged the University with to unfair labor practices. This halted the processes and tied up the committee for almost two years. A resolution was finally reached early in 1993.

Key items in the settlement as mediated by the state employee relations board (SERB) included: the University would refrain from putting into effect the proposed Staff Council but could continue the operation of Staff Advisory Committee; the scope of the issues should be the kinds of issues considered and dealt with in the past by the committee, and no official representative of the CWA Local 4501 shall serve on the committee. USAC was also allowed to grow in size from 17 to 30 members, but all members must still be appointed rather than elected by their peers. 1993-94 the committee reached the total allowed 30 members

Historic USAC Accomplishments:

Since 1986 USAC has spent much of its time in collaboration with individuals, units and other university committees to work towards many important university wide changes. Overtime, the accomplishments have improved the work life of staff at the university. Listed below are select accomplishments over the past thirty years.

Staff Recognition & Support

- Established a "Distinguished Staff Award" to acknowledge individual staff accomplishments. Award recipients receive an increase in base pay, a one-time bonus and recognition at an award luncheon;
- Initiated the creation of staff appreciation week;
- Offer an Orientation program for new University employees.

Communications:

- University personnel policies have been made available online at the Human Resource website;
- Retired staff are now eligible for lifetime e-mail forwarding;
- The University Human Resource Policies have been made available online.

Staff Representation:

- USAC members facilitate the staff appointments to University committees;
- USAC Chair appointed ex-officio non-voting member to the University Senate, Senate Steering and an honorary seat at the monthly Board of Trustees meetings;
- Ensured staff representation on all university committees charged with reviewing non-academic matters;
- Created a campus-wide committee to examine Traffic and Parking concerns.

Benefits:

- Vision benefits have been expanded to include the cost of annual eye examinations;
- Employees are eligible for medical, dental and vision benefits at the start of employment, eliminating the waiting period for benefits eligibility;
- Supplementary life and short-term disability insurance are now available;
- Sick leave can now be used to care for domestic partners and for adoption purposes.

Tuition Benefits:

- Staff are now able to enroll in 10 credit hours per semester rather than the former 7 credit hour limit;
- Staff may utilize their tuition benefits without seeking a degree as the degree-seeking requirement that restricted the use of these benefits has been eliminated;
- Dependents of university retirees may apply for fee authorizations up to 5 years after the retirement of the employee;
- The waiting period for use of the Dependent Tuition Assistance Benefit has been eliminated. This benefit can now be used upon hire;
- If both parents work at the university, the dependent fee authorization amount increases from 50% to 75%.

Liaison and Ex Officio Member:

USAC has one ex officio member from the Office of Human Resources. We also have the capacity to appoint liaisons from the university as we deem necessary. These individuals help provide information and share knowledge with USAC members while also helping to promote and publicize the work of USAC.

2017-2018 USAC CALENDAR

JULY 2017						
S	M	T	W	Th	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

5 Exec Mtg 8:30-10:00
 12 USAC Retreat 8:00-5
 26 Business Mtg 8:30-10:30

 *Staff Appreciation Week July 24-28

JANUARY 2018						
S	M	T	W	Th	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

3 Exec Mtg 8:30-10:00
 10 Business Mtg 8:30-10:30
 24 Business Mtg 8:30-10:30

 *Appoint Election Taskforce
 *New Member Applications

AUGUST 2017						
S	M	T	W	Th	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

2 Exec Mtg 8:30-10:00
 9 Business Mtg 8:30-10:30
 23 Business Mtg 8:30-10:30
 25 Board of Trustees

 *School Supply Drive

FEBRUARY 2018						
S	M	T	W	Th	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28			

2 Board of Trustees
 7 Exec Mtg 8:30-10:00
 8 University Senate 3:30 - 5
 14 Business Mtg 8:30-10:30
 28 Business Mtg 8:30-10:30

 *Regional campus visits
 *New Member Interviews

SEPTEMBER 2017						
S	M	T	W	Th	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

6 Exec Mtg 8:30-10:00
 13 Business Mtg 8:30-10:30
 23 Staff Football Game
 27 Business Mtg 8:30-10:30

MARCH 2018						
S	M	T	W	Th	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

7 Exec Mtg 8:30-10:00
 13 Hidden Benefits Fair
 14 Business Mtg 8:30-10:30
 27 Report to President Drake
 28 Business Mtg 8:30-10:30

OCTOBER 2017						
S	M	T	W	Th	F	S
						1
2	3	4	5	6	7	
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

4 Exec Mtg 8:30-10:00
 5 Lunch with President Drake
 11 Business Mtg 8:30-10:30
 18 Brown Bag with Geoff Chatas
 25 Business Mtg 8:30-10:30
 27 STAR House Volunteering

APRIL 2018						
S	M	T	W	Th	F	S
						1
2	3	4	5	6	7	
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

4 Exec Mtg 8:30-10:00
 11 Business Mtg 8:30-10:30
 25 Business Mtg 8:30-10:30

 *Exec Team Elections

NOVEMBER 2017						
S	M	T	W	Th	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

1 Exec Mtg 8:30-10:00
 3 Regional Campus Retreat
 8 Business Mtg 8:30-10:30
 29 Business Mtg 8:30-10:30

MAY 2018						
S	M	T	W	Th	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

2 Exec Mtg 8:30-10:00
 6 Commencement
 9 Business Mtg 8:30-10:30
 23 Business Mtg 8:30-10:30

 *Distinguished Staff Lunch
 *University Committee Appointments Due

DECEMBER 2017						
S	M	T	W	Th	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

6 Exec Mtg 8:30-10:30
 11 Conversations with the President
 13 Business Mtg 8:30-10:30

JUNE 2018						
S	M	T	W	Th	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

6 Exec Mtg 8:30-10:00
 13 Business Mtg 8:30-10:30
 18 USAC Breakfast
 27 New Member Orientation

USAC 2017-2018 Membership Contact List

Term	First Name	Last Name	Email	Unit	Leadership
1st Year	Morgan	Buckner	buckner.32@osu.edu	Nisonger Center	
1st Year	Marilyn	Frueh	frueh.8@osu.edu	OHR	
1st Year	Tim	Lombardo	lombardo.89@osu.edu	Student Health Services	
1st Year	Twhila	Holley	holley.38@osu.edu	FCOB	
1st Year	Sunny	Zong	zong.7@osu.edu	College of Medicine Grants Office	
1st Year	Aaron	Moore	moore.2542@osu.edu	Student Life-Residence Life	
1st Year	Courtney	Sanders	sanders.531@osu.edu	Political Science	
1st Year	Abby	Whaley	whaley.109@osu.edu	Student Life-Rec Sports	
1st Year	Chrissy	Sprouse	sprouse.28@osu.edu	OAA Service Center	
1st Year	Christine	Benadum	benadum.22@osu.edu	FCOB	
1st Year	Stacey	Copley	stacey.copley@osumc.edu	Medical Center	
2nd Year	Melanie	Baker	baker.756@osu.edu	FCOB Comm & Marketing	
2nd Year	Ginny	Corso	corso.1@osu.edu	Mansfield Campus	
2nd Year	Thomas	Gessells	gessells.2@osu.edu	Health Plan	Chair-elect
2nd Year	Megan	Hasting	hasting.6@osu.edu	OIA	Vice-Chair Treasurer/Recorder
2nd Year	Andrew	Jordan	jordan.430@osu.edu	Student Life-Rec Sports	Chair-SCBS
2nd Year	Lisa	Mayhugh	mayhugh.16@osu.edu	College of Medicine	Vice-chair-Governance
2nd Year	Cesar	Seguil	seguil.1@osu.edu	CEHE T&L	Diversity & Inclusion Taskforce Chair
2nd Year	Kris	Myers	myers.785@osu.edu	Student Life-Rec Sports	Vice-Chair O&E
3rd Year	Cindy	Davis	davis.3822@osu.edu	Registrar's Office	Vice-chair-SCBS
3rd Year	Jodie	Joerg-Andreoli	jodie.joerg@osumc.edu	Comprehensive Cancer Center	
3rd Year	Megan	Sayres	sayres.2@osu.edu	College of Medicine	Chair-Governance
3rd Year	Kelli	Kaiser	kelli.kaiser@osumc.edu	College of Medicine	Chair-O&E
3rd Year	Nikole	Prete	prete.1@osu.edu	Student Life-Facilities	Vice-Chair Communications
4th Year	Liz	Gordon-Canlas	gordon-canlas.1@osu.edu	Student Life-Residence Life	Chair
Ex-officio	Tracey	Pawlowski	pawlowski.9@osu.edu	OHR	

Bylaws of the University Staff Advisory Committee

The Ohio State University

Revised June 2013

I. NAME

- A. The name of the committee shall be the University Staff Advisory Committee, referred to herein as “USAC.” Its subcommittees include: the executive committee (“executive”), the governance subcommittee (“governance”), the outreach and engagement subcommittee (“O&E”), and the staff compensation and benefits subcommittee (“SCBS”).

II. MISSION STATEMENT

- A. USAC was formed in 1986 with a mission to serve as an advisory body to the university president by maintaining an active and participatory line of communication with the community; to provide a forum through which university staff can raise, discuss, and make recommendations; and to support the university’s mission. USAC comprises no more than 30 classified and unclassified staff members.

III. MEMBERSHIP

- A. The membership of USAC shall be limited to 30 members appointed by the president, but recommended by the USAC new member task force. The president will appoint ex-officio members at their discretion.
- B. Demographics
 - i. The membership of USAC shall be selected from university classified and unclassified staff in non-bargaining units. USAC shall make a good faith effort to achieve a diverse membership maintaining a balance from each classification.
 - ii. The appointed ex-officio members of USAC shall be from offices determined by the president.
- C. Term of Service
 - i. A full term is three years. In no event shall any member serve longer than three consecutive years, including the balance of any unexpired term initially assumed. This is with the one exception of the chair-elect (V. B. vi. b.). There shall be a minimum twelve-month waiting period before any member who has served a full term can be eligible for reappointment to USAC.
- D. Former Member Participation
 - i. Former members are defined as members who have completed at least one full year of service on USAC. At the discretion of the chair former members may participate in new or ongoing business internal to USAC and may be appointed as representatives to university committees and task forces. Former members shall not have voting privileges, nor serve as an officer or in a chair capacity within USAC.
- E. Eligibility
 - i. Any university staff member with two years of continuous regular staff service, with an FTE of 75% or higher at the time of active membership (July 1), who is not covered by a bargaining agreement, nor is a member of a union represented at the university, is eligible for membership.
 - ii. USAC may appoint one staff member from a regional campus who is paid through a cost shared appointment. If appointed, the cost shared staff member must be a 75% FTE during their time as an active USAC member.
- F. Attendance
 - i. Members are expected to attend all USAC and subcommittee meetings. In the event a member cannot attend a USAC meeting they must contact the vice chair/treasurer-recorder at least 24 hours in advance, when possible. In the event a member cannot attend a subcommittee meeting, they must contact the chair of the subcommittee at least 24 hours in

advance, when possible. Should any member exceed two unexcused absence (business meetings and subcommittee meetings), the chair may request the assistance of the Office of Human Resources. The vice president of Human Resources will then contact both the employee and his/her supervisor in an attempt to facilitate a resolution. If a resolution cannot be attained, a removal may be pursued (see III. H.).

- ii. Notification of non-attendance for the following reasons shall constitute an excused absence:
 - a. Illness or injury (self or family member)
 - b. Long-term medical leave
 - c. Family death
 - d. Work requirements that are unforeseeable and require immediate attention (workload or meeting conflicts are not considered valid excuses in and of themselves)
 - e. Other university recognized absences
- iii. When long-term medical leave is necessary, the member may either:
 - a. Provide written documentation that he or she will be able to return and have the intention to return to full membership responsibilities upon returning to work; or
 - b. Provide written documentation of leave and re-assess their ability to return to full membership at the completion of their leave.
- iv. If the member intends not to return or if membership is no longer feasible, the member may at any time resign from USAC (III. G.).

G. Resignations

- i. Any member wishing to resign from USAC shall submit his/her resignation, in writing, to the president of the university and the chair.

H. Removals

- i. Members are expected to attend all meetings. A member of USAC may be removed from membership for any of the following:
 - a. Two unexcused absences at USAC meetings within a fiscal year; or
 - b. Excessive use or abuse of the attendance policy (III. F.) as deemed by the executive committee; or
 - c. Non-attendance at subcommittee meetings (for the purposes of these bylaws, non-attendance will be defined as two unexcused absences); or
 - d. Non-attendance at special events; or
 - e. Non-participation on USAC or subcommittee assignments; or
 - f. Other causes as determined by USAC whenever, in its judgment, the best interests of the university would be served.
- ii. The subcommittee chair will address non-attendance and/or non-participation on subcommittees. If the problem persists, the subcommittee chair will refer the situation to the executive committee. When informed of non-compliance of any member, the executive committee will investigate and, if warranted, discuss the situation with the member. The executive committee will then decide whether the member should be removed from USAC. If a member is to be removed, the chair will notify the member in writing of the decision. Upon notification, the member has five business days to appeal. If the member appeals the decision, the matter goes to USAC, at the next business meeting, where:
 - a. The floor will be opened for discussion of the situation;
 - b. The member will be afforded the opportunity to respond; and
 - c. A secret ballot will be cast to determine reinstatement to USAC by simple majority vote.
 - d. If a member is reinstated to USAC by majority vote, the reason for removal for that member shall remain intact. If the member incurs another reason for removal or continues to be non-compliant with USAC bylaws during the fiscal year, the matter shall be referred to the executive committee for final decision regarding removal. The member will not be given an opportunity to respond to the full committee and the full committee will not vote on removal.
 - e. If the absence of an appeal or if the appeal is denied, the member will be removed

effective immediately.

I. Filling of Vacancies

- i. The executive committee may activate one of the following procedures to fill any vacant positions. USAC must approve these recommendations by majority vote:
 - a. Recommend a staff member from the membership alternate pool; in the event an alternate is unavailable to fulfill the commitment;
 - b. Defer to the executive committee the responsibility of recommending to USAC a former member who has served a full term and has been off USAC for twelve months. The executive committee may recommend a current member serving less than a full term for the appointment to an unexpired term as follows:
 1. The total length of time served shall not exceed three consecutive years, with one exception (V. B. vi. b.).
 2. The member must be approved by USAC by majority vote.
 3. The executive committee may recommend a current member to temporarily or permanently fill executive committee positions in the case of the current member needing a temporary but long-term recess from the position for medical, personal, or other reasons.
 4. The total length of the time served in the temporary capacity shall not exceed the term of the vacancy being filled or the term of the replacement member;
 5. This person must be approved by the USAC by majority vote.

J. Loss of Employment

- i. In the event a member becomes displaced as a result of a reduction in force or layoff the following will apply:
 - a. The displaced member will no longer be able to serve in an official capacity as a member.
 - b. For a period of 60 days USAC will function with one less member. Therefore, providing time for the member who was displaced to search for new employment within the university and in turn regain their membership. After 60 days an alternate may be selected to fulfill the original member's general membership term. When filling a vacant position the executive committee will activate one of the following procedures, each of which must be approved by USAC by majority vote:
 1. Recommend a staff member from the membership alternate pool; in the event an alternate is unavailable to fulfill the commitment;
 2. Recommend a former member who has served a full term and has been off USAC for twelve months;
 3. Recommend not fill the vacant position;
 - c. In the event the original member finds new employment with the university within 60 days of his/her effective displacement date, the original member shall be re-instated upon the first day of employment.
 - d. If the member served as a subcommittee chair, the vacancy will be filled by the vice-chair of that subcommittee who will serve as interim chair of the subcommittee, immediately upon absence of the displaced member. In the event the displaced member regains employment with the university within 60 days of his/her loss of employment, the member will be permitted to regain his/her role as the subcommittee chair. Otherwise, the interim chair will serve the remainder of the vacant chair term. In the event that the vice-chair cannot serve in the interim role, or if the vice-chair position subsequently needs filled, initial consideration will go to the current members of the subcommittee. In the event more than one member of the subcommittee expresses an interest the appointment must be approved by the executive committee.
 - e. Any appointment held by the displaced member on an external committee will remain vacant for a period of 60 days. After that time has passed, a call for nominations may be sent to current and former members. If there is no other USAC member currently

seated, either the chair or vice-chair of governance will step in until the vacancy is filled or the member regains employment.

- f. If the displaced member holds voting privileges on an external committee, a senior and current non-voting member representing USAC on the external committee will obtain voting privileges, per external committee approval.

IV. MEMBERSHIP SELECTION

- A. The New Member Task Force (referred to within section IV as “the task force”), to be chaired by the chair-elect, shall review all applications filed and make recommendations to USAC. For each USAC opening, the task force shall present one nominee.
- B. A USAC application must be filed with the task force, which will screen and review all applications.
- C. The task force will submit to USAC one nominee for each USAC opening and a list of alternates in priority order, which shall stay in place until the next selection process occurs.
- D. All nominees and alternates must be approved by USAC by a simple majority vote.
- E. The task force will submit USAC’s recommendations to the president for approval.
- F. Upon receipt of the president’s approval, the task force will be disbanded.
- G. In the event that a third year member is elected as chair elect, that member’s term will be extended to four years (V. B. vi. b.). The number of new members selected during these times may be adjusted to allow for a membership level of no more than thirty.

V. OFFICERS

- A. USAC officers shall be a chair, chair-elect, vice chair/treasurer-recorder, and vice chair/communications
- B. Elections
 - i. Election Task Force
 - a. The Officer Election Task Force (referred to in section V as “the task force”) of no more than three third year members will be appointed by the chair no later than the first meeting of January. The task force will solicit names of members wishing to hold executive committee positions.
 - b. The task force will distribute election packets to USAC members at least one week prior to the date selected for elections. The packets will contain the following information as submitted by the nominees:
 1. A résumé or vitae providing information about their experience on campus, past committee and task force service at Ohio State including USAC committees, and an indication of their skills, etc.
 2. A statement (about 200 but not longer than 300 words) about their platform for running (e.g., why they want to be an officer and/or anything else they would like to share with USAC.)
 3. Acknowledgement that they have carefully considered the time commitments their proposed office would require, and that their present supervisor agrees that accommodations can be made to permit the nominee to perform the duties of that office.
 - c. Following the elections, the task force will be disbanded.
 - ii. Election Procedures
 - a. The election of officers shall take place by secret ballot at a USAC meeting no later than May 1. During this meeting, candidates will briefly address USAC. Officers shall be elected by:
 1. A preliminary secret ballot (if there are two or more candidates for an office) that will determine the candidates receiving a plurality of votes. If one candidate receives a majority of votes cast by the quorum, that candidate is elected and no further balloting for that office will be necessary.

2. In the event of a tie, USAC will hold a subsequent vote.
 3. In the event no one receives at least 50% of the vote, USAC will hold a subsequent vote between the two candidates who received the most votes. Both candidates will be given the opportunity to address a specified topic to the entire membership for a second time.
 4. A final secret ballot will determine the successful candidate by majority vote.
 5. Absentee ballots should be forwarded to the chair of the Officer Election Task Force prior to the meeting when elections take place. These ballots will be submitted as votes in the preliminary ballot.
- iii. Officer Terms
- a. Officers shall serve for a term of one year. Terms of service begin July 1 of each year.
- iv. Re-Election
- a. The vice chair/treasurer-recorder and the vice chair/communications positions may be re-elected to the same office.
 - b. The position of chair-elect will be held by a second or third year member, with the understanding that the chair-elect will assume the role of chair for the consecutive term upon successful completion of the chair-elect term. If a third year member fills the chair-elect position, that member's term will be extended to four years.
 - c. If the current chair-elect is unable to assume the role of chair in the consecutive term, or otherwise fulfill the duties required of the position, the executive committee will act to fill the vacant position by means of the following procedure:
 1. The executive committee will seek nominations for the vacant chair position from USAC. If only one member applies for chair consideration, the executive committee may vote to approve the member.
 2. If more than one candidate seeks nomination to the chair position, the executive committee will bring the nominees forward to USAC for final vote. If the chair position goes to vote, the following steps will be implemented:
 - a) The nominees will submit a statement summarizing their platform for running and acknowledgement that they are aware of the time commitment involved with their service as USAC chair within one week of the declaration of intent.
 - b) The nominees will submit approval from their supervisors acknowledging the time commitment involved with the position of USAC chair, and verify that their supervisor agrees to the accommodations that will be necessary for the nominee to perform the duties of that office prior to full committee vote.
 - c) The nominees will be given the opportunity to address USAC during the next available business meeting about their platform and intent to perform the duties of chair.
 - d) After the nominees have addressed the group, a final secret ballot will be held to determine the successful candidate by majority vote.
- v. Resignation
- a. Upon the resignation of the chair, the chair-elect will assume the chair's duties for the balance of the term.
 - b. Upon the resignation and/or vacancy of the chair-elect, vice chair/treasurer-recorder, or vice chair/communications office, the chair will temporarily delegate this office to a member, and take nominations from the floor in preparation for an election to be held during the next regular meeting. The normal election procedures (V. B. ii.) will be followed with elections to be completed within one month of the resignation.
 - c. Upon the concurrent resignations of the chair and chair-elect, the executive committee will meet in special session to appoint an acting chair.
- vi. Officers' Duties

- a. Chair
 1. The chair shall preside at all USAC meetings and executive committee, with guidance from, but not necessarily in accordance with, the principles of *Roberts Rules of Order, New Revised*.
 2. The chair will be the spokesperson for USAC in any official matters.
 3. The chair will provide leadership to the executive committee and USAC.
 4. The chair shall be an ex-officio member of all subcommittees and task forces except the Officer Election Task Force.
 5. The chair, in conjunction with the chair-elect, vice chair/treasurer-recorder, vice chair/communications and subcommittee chairs, is responsible for the creation of the USAC budget and approval of expenditures.
 6. In addition to the duties listed above, the chair is to attend the following meetings and events: University Senate, Senate Steering, Board of Trustees meetings, university commencements, welcome/special event receptions, Breakfasts with the President, staff conversations, bowl games, and others as requested by university leadership.
- b. Chair-elect
 1. The chair-elect will act in place of the chair when the chair is absent.
 2. The chair-elect will act as liaison between the subcommittees.
 3. The chair-elect will oversee USAC calendar.
 4. The chair-elect will act as the liaison regarding the Staff Arts and Crafts Exhibit.
 5. The chair-elect will chair the New Member Task Force.
 6. The chair-elect will be responsible for new member orientation.
 7. The chair-elect will be responsible for new member mid-year review.
 8. The chair-elect will be responsible for other duties as assigned by the chair.
- c. Vice chair/treasurer-recorder
 1. The vice chair/treasurer-recorder will be responsible for preparing and distributing the agenda by noon on the day prior to all regular meetings, special meetings and executive committee meetings.
 2. The vice chair/treasurer-recorder will be responsible for recording the minutes of all regular and special meetings and submitting them for approval at the next regular meeting.
 3. The vice chair/treasurer-recorder will act in place of the chair when both chair and chair-elect are absent.
 4. The vice chair/treasurer-recorder will be responsible for monitoring the attendance policy. Issues regarding attendance will be handled by the chair.
 5. The vice chair/treasurer-recorder will be responsible for preparing the annual budget with the assistance of the chair. The predicted expenditures from each subcommittee chair should provide the basis for the preparation of the annual budget for review and approval.
 6. The vice chair/treasurer-recorder will be responsible for submitting the annual budget to the executive committee for review and USAC for approval.
 7. The vice chair/treasurer-recorder will be responsible for monitoring the status of the budget.
 8. The vice chair/treasurer-recorder will provide a quarterly budget report at executive committee and regular USAC meetings. The budget report shall be reviewed and approved by the executive committee.
 9. The vice chair/treasurer-recorder will be responsible for submitting requests for expenditures to the executive committee for approval.
 10. The vice chair/treasurer-recorder will be responsible for any other fiduciary tasks or duties as assigned by the chair.
 11. The vice chair/treasurer-recorder will be responsible for any other duties as

assigned by the chair.

d. Vice chair/communications

1. The vice chair/communications will be responsible for the dissemination of USAC's messages to its designated audiences.
2. The vice chair/communications will be responsible for maintaining archives.
3. The vice chair/communications will distribute to each new member a packet of materials including USAC's charge from the president, a brief summary outlining how USAC and its subcommittees function, and copies of all major reports from the previous year.
4. The vice chair/communications will be responsible for keeping up-to-date accurate records on the USAC website.
5. The vice chair/communications shall coordinate all technology needs – including assistance from OIT and/or the Digital Union – and other resources for USAC-sponsored Conversations with the President and/or other necessary events.
6. The vice chair/communications will be assisted by the communications associate that is appointed from within the outreach and engagement subcommittee.
7. The vice chair/communications will be responsible for any other duties as assigned by the chair.

VI. MEETINGS

A. Business Meetings

- i. USAC shall convene twice per month in regularly scheduled mandatory meetings. The chair will have the option of cancelling any meeting at his/her discretion.
- ii. A quorum shall consist of the chair or chair-elect and a majority of the membership. A motion brought before USAC shall need a majority of the quorum to pass.
- iii. The purpose of the meeting is to conduct regular committee business, including:
 - a. Executive committee updates
 - b. Subcommittee reporting and updates
 - c. Invited guest speakers to present updates on pertinent university business
 - d. Proposed policy review and discussion
 - e. Other business at the discretion of the chair
- iv. An agenda of each business meeting will be distributed by noon on the day prior to each business meeting by the vice chair/treasurer-recorder.
- v. Minutes documenting voting and discussion of each meeting will be recorded by the vice chair/treasurer-recorder and submitted for approval at the next meeting.

B. Executive Meetings

- i. See VII. I. i.

C. Special Meetings

- i. The chair shall be authorized to call special meetings. The purpose of the meeting will be stated in the call. Except in the case of an emergency, five business days' notice shall be given to all members.

D. Virtual Meetings

- i. The chair, or chair-elect in his/her absence, shall be authorized to call virtual meetings using computer-mediated communications (CMC) with at least two business days' notice.
- ii. The purpose of the meeting shall be stated in the CMC.
- iii. At the specified time of the meeting, the chair will call for discussion of the topic.
- iv. At the chair's discretion, a motion shall be made after the chair determines that the topic has been sufficiently discussed. A second is necessary to put the motion to a vote.
- v. Once the motion is seconded, the chair then specifies time parameters for voting.
- vi. A majority is needed to have the motion pass.

- vii. Documentation of voting and discussions will be placed in the minutes for the next business meeting.

E. Special Events

- i. Members are expected to participate in USAC events including:
 - a. Hidden Benefits Fair
 - b. Rally for Wellness
 - c. Pep Rally, if scheduled
 - d. All USAC sponsored Conversations with the President
 - e. SCBS End of the Year Report
 - f. Retreats
 - g. Recognition Breakfast
 - h. Staff Arts and Crafts Exhibit
 - i. Other USAC events as requested

VII. SUBCOMMITTEES

A. Formation

- i. Subcommittees shall be formed by a majority vote of the full committee. A motion may be brought forward at any meeting to form a subcommittee.

B. Disbandment

- i. Subcommittees may be disbanded by a majority vote of the full committee. A committee member shall bring forth the motion for a subcommittee to disband.

C. Membership

- i. Subcommittees shall be composed of at least four members of USAC.

D. Officers

- i. The basic officers of the subcommittees shall be a chair and vice-chair.

E. Officer Selection

- i. Subcommittee chairs and vice-chairs shall be appointed by the incoming USAC chair by June 1. Executive committee officers shall not serve as subcommittee chairs.

F. Subcommittee Assignments

- i. All members shall submit their subcommittee membership requests to the chair prior to the executive committee meeting before the first full meeting in July. The incoming chair shall announce subcommittee assignments no later than the first meeting in July. Whereas a subcommittee preference may be indicated, subcommittees will be filled based upon need, and final membership selection will be delegated to the executive committee.

G. Attendance

- i. In the event a member is unable to attend a subcommittee meeting, they shall notify the chair of that subcommittee. If a subcommittee member misses two meetings, the chair and vice-chair will address a committee member's non-attendance/non-participation on a case-by-case basis. If attendance and/or participation continue to be a problem, the matter will be referred to the executive committee for further action. Further action may include removal of the member from USAC (III. H.).

H. Duties of Subcommittee Chair/Vice-Chair

- i. Either the chair or vice-chair must be present at each scheduled executive committee meeting.
- ii. Report monthly to the executive committee and USAC
- iii. Monitor attendance and participation of members; report to executive committee if necessary.
- iv. Plan and conduct regular subcommittee meetings and record meeting minutes when applicable.
- v. Provide debriefing to the incoming chair to assure continuity for USAC for the following fiscal year.
- vi. Provide budget information to the USAC chair and the vice chair/treasurer-recorder.
- vii. Duties listed for subcommittees herein should not be considered all-inclusive, but may include other duties assigned by the chair.

- I. Standing Subcommittees
 - i. Executive Committee
 - a. The officers of USAC and the subcommittee chairs shall constitute the executive committee.
 - b. The executive committee shall be responsible for general supervision of USAC affairs between meetings, fix the hours and place of meetings, set the agenda, and shall perform other duties as specified by the chair.
 - c. Unless otherwise ordered by the executive committee, a regularly scheduled meeting shall be held each month. The purpose of this meeting is to help set the current agenda and future initiatives for USAC.
 - ii. Outreach and Engagement Subcommittee
 - a. Shall submit routinely scheduled written correspondence, special features, and electronic articles prior to publication deadlines for all Ohio State-affiliated news and communication organizations.
 - b. In cooperation with the vice chair/communications shall be responsible for marketing USAC to the university in general.
 - c. Shall publish a USAC calendar and keep marketing and promotional pieces for USAC updated and relevant.
 - d. Shall coordinate the effort for USAC involvement in the Rally for Wellness, Pep Rally, Staff Arts and Crafts Exhibit, the Recognition Breakfast, the Hidden Benefits Fair, professional development activities sponsored by USAC, the coordination of special items (receptions, conventions, gifts) and other USAC special events as necessary.
 - e. Shall, in collaboration with the executive committee and subcommittees establish mechanisms to communicate and engage with university leadership, local senior HRPs, staff advisory councils, and regional campuses.
 - f. Shall promote and educate staff about USAC with the goal of increasing awareness and recruiting future members through outreach and engagement activities.
 - g. Shall, in collaboration with the executive committee and subcommittees, identify and participate in outreach events to promote USAC's involvement and service to the university and the local community.
 - h. Will appoint a communications associate from within its membership to serve the primary responsibility of assisting the Vice Chair/Communications.
 - i. Shall support the activities of local staff advisory councils in all academic and administrative units.
 - j. Shall be responsible for helping to promote and foster growth of the USAC Campus Campaign fund, and oversee details related to the fund activity, in conjunction with vice-chair/communications.
 - iii. Staff Compensation and Benefits Subcommittee (SCBS)
 - a. May conduct and analyze data from staff surveys and focus groups regarding compensation and benefits issues.
 - b. Shall develop, prepare and present the SCBS End of the Year Report to leadership.
 - c. Shall serve as liaison between USAC and the Office of Human Resources to discuss relevant topics/issues and make recommendations based on concerns conveyed by staff regarding enhancements and/or additions to staff benefit packages.
 - d. Shall work in conjunction with the outreach and engagement subcommittee to coordinate USAC Conversations with the President.
 - iv. Governance Subcommittee
 - a. Shall monitor the on-going progress of the University Senate recommendations that various senate subcommittees add seats for staff members to be appointed by USAC.
 - b. Shall monitor the reporting from staff members on various university-wide committees.
 - c. Shall oversee and periodically review the USAC bylaws and propose new articles or amendments of existing articles for voting approval by the membership to improve the

effectiveness and efficiency of USAC.

- d. Shall have the responsibility of collecting and distributing external committee reports.
- e. Shall have the responsibility of appointing and maintaining the addendum of Ohio State external subcommittee assignments and term limits document.
- f. Shall serve with designated human resource representatives on the staff professional development grants committee, and will assist in the process of awarding grants.
- g. Shall be responsible for representation on the distinguished staff award selection committee.

VIII. TASK FORCES

- A. New task forces can only be formed at the discretion of the chair, for a period not to exceed the balance of the chair's term. The chair of the task force shall be a USAC member. At the discretion of the chair, activities of the task force may be presented to the executive committee for review. All task forces shall report to USAC.

IX. PARLIAMENTARY AUTHORITY

- A. The principles contained in the current edition of *Robert's Rules of Order, New Revised* may guide USAC in cases to which they are applicable.

X. AMENDMENT OF BYLAWS

- A. These bylaws may be amended at any regular meeting of USAC by a majority vote. Suggested amendments must be distributed to USAC no later than three working days prior to the next business meeting. Once the changes are approved by USAC, the changes shall be sent to the university president or designee for approval. Amended bylaws are not effective until USAC receives approval.

Revised June 2013

USAC Frequently Used Acronyms

USAC acronyms:

- USAC University Staff Advisory Committee
- SCBS Staff Compensation & Benefits Subcommittee
- O&E Outreach & Engagement Subcommittee
- NMTF New Member Taskforce
- H&W Health & Wellness Taskforce
- D&I Diversity & Inclusion Taskforce

OSU acronyms:

- L&D Learning and Development
- CEMP Comprehensive Energy Management Project
- C&C/class & comp Classification & Compensation Project
- Work Day Enterprise Project
- AAU Association of American Universities
- AMCP Annual Merit Compensation Process
- APT Appointments, Promotion, & Tenure
- BART Bias Assessment and Response Team
- B&F Business and Finance, Office of
- BOT Board of Trustees
- CAA Council on Academic Affairs
- CAFR Committee on Academic Freedom & Responsibility
- CAT Crisis Action Team
- CCS Counseling and Consultation Services
- CIC Committee on Institutional Cooperation
- CIO Chief Information Officer
- COAM Committee on Academic Misconduct
- COTA Central Ohio Transit Authority
- FERPA Family Educational Rights and Privacy Act
- IRP Institutional Research & Planning, Office of
- OAA Office of Academic Affairs
- OARDC Ohio Agricultural Research & Development Center
- ODI Office of Diversity and Inclusion
- ODS Office of Disability Services
- OHR Office of Human Resources
- OIA Office of International Affairs
- OIT Office of Informational Technology
- OLA Office of Legal Affairs
- ORC Office of Research Compliance
- ORRP Office of Responsible Research Practices
- OSL Office of Student Life
- POA Pattern of administration
- SIS Student Information System
- TICKT Technology Commercialization and Knowledge Transfer
- T&P Transportation and Parking

Colleges*

- ASC Arts and Sciences
- BUS Business
- DENT Dentistry
- EHE Education and Human Ecology
- ENG Engineering
- FAES Food, Agricultural, and Environmental Sciences
- LAW Law
- LIBS University Libraries
- MED Medicine
- NURS Nursing
- OPT Optometry
- PAFF Public Affairs
- PHARM Pharmacy
- PHEAL Public Health
- SWK Social Work
- VETMED Veterinary Medicine

*Abbreviations used for the colleges vary. These are the ones that OAA uses.

Regional Campuses

- ATI Agricultural Technical Institute
- NWK Newark
- LIMA Lima
- MANS Mansfield
- MAR Marion

Tuition Benefit Benchmarking

During FY15, USAC conducted benchmarking in regards to the dependent tuition benefit for eligible employees at the University. During this time, it was discovered that the University spent \$9,492,108 on this benefit. Based on this information, SCBS decided to conduct the same benchmarking in addition to a comparison to other Big Ten Universities. This benchmarking is across all classifications (undergraduate, graduate, and professional). According to a report for 2016-2017, the University has spent \$7,070,889.84 on the dependent tuition benefit for the year. Based on data pulled which includes main and regional campuses, 6,241 faculty and 24,233 staff are eligible to utilize this benefit. Of these employees, only 315 faculty and 1,171 staff are utilizing this benefit which is only 4.8% of eligible employees. Based on the chart below, this benefit is comparable to other Big Ten Universities.

	Full Time Employee Spouse			Full Time Employee Child(ren)			Part-Time Employee Spouse			Part-Time Employee Child(ren)			Reciprocity
	Full Tuition	Half Tuition	Other Amount	Full Tuition	Half Tuition	Other Amount	Over Half Tuition	Half Tuition	Other Amount	Over Half Tuition	Half Tuition	Other Amount	
Big Ten Universities													
<i>Ohio State University, The**</i>		X ²			X ²			X ²			X ²		
<i>Illinois, University of*</i>					X						X		X
<i>Indiana University</i>	X				X								X
<i>Iowa, University of</i>													
<i>Maryland, University of*</i>			X ⁴			X ⁴			X ⁴			X ⁴	X
<i>Michigan, University of</i>													
<i>Michigan State University</i>			X ⁴			X ⁴							X ⁶
<i>Minnesota, University</i>													
<i>Nebraska, University of*</i>			X ⁴			X ⁴							
<i>Northwestern University*</i>			X ⁴			X ⁴							X
<i>Penn State University</i>			X			X							
<i>Purdue University</i>			X ⁴			X ⁴			X ⁴			X ⁴	X
<i>Rutgers University</i>				X									
<i>Wisconsin, University of</i>													

1 - \$ amount/semester

2 – Instructional Fee

3 – Graduate Tuition

4 - \$ or % not specified

5 – Undergraduate or Graduate Instructional Fee

6 – Employee only

*Employment eligibility required for benefit. Either # of days, years of service or date of hire

[Type here]

**Employee must be at least 50% FTE. Dependent tuition assistance benefit is based on employee eligibility. If two eligible employees, dependent receives 75% fee coverage

Appendix G

THIS MESSAGE IS BEING SENT ON BEHALF OF THE UNIVERSITY STAFF ADVISORY COMMITTEE

Dear Colleague,

The University Staff Advisory Committee (USAC) is an advisory body to university leadership. Our mission is to maintain an active and participatory line of communication with the university community and to provide a forum through which university staff can raise, discuss, and make recommendations to support the university's mission.

In order to achieve this mission, it is essential that we hear directly from various groups on campus. Your Staff Advisory Committee is a key partner for USAC so we are asking you to please answer a few short questions using this link: [SAC SURVEY](#). We are hoping to use your feedback to inform our engagements with senior academic leaders at the university.

Also, since it's very important for us to receive information from all Staff Advisory Committees, please respond with the correct contact information if you are not a current representative.

Thank you for your assistance!

Appendix H

Diversity and Inclusion Task force Listening Session Common Themes

What is Diversity and Inclusion?

- All-encompassing backgrounds and identities (gender, ethnicity, race, age, sexual orientation, socioeconomic background, etc.); intersectionality
- Bringing different voices, ideas, and perspectives to the table.
- Being valued, appreciated, and respected no matter who you are.
- Equity vs. Equality
- At times it's not taken seriously (just another box to check)

Why is D&I important?

- Creates circumstances and environments where people are welcomed, heard, and can succeed.
- May lead to a more globally-engaged community and more innovative ideas.
- Brings variety of ideas and perspectives to create a better environment for all university members
- Representation of different groups
- Obligation as a state institution to educate the entire university community to be better informed citizens
- Promotes understanding
- Morality: it's the right thing to do.
- Justice: reduce or eliminate inequality/inequity

How is the university already engaging in D&I initiatives and learning opportunities?

- some units have their own D&I offices in addition to the university-wide resources (TWP, Multicultural Center, ODI, etc.)
- Chief Diversity Officers (most academic units)

How do you seek out these at the university?

- ODI, Kirwan, TWP, OHR workshops (Buckeye Learn), Student Life/Multicultural Center and other advertised opportunities through OSU Today or listservs (Safe Zone, Title IX, Implicit Bias, ODI Dialogue & Discussion Series, Matinees that Matter, TWP Advocates and Allies).

How can the university enhance its offerings of D&I initiatives and learning opportunities?

- Should be embedded into our onboarding, training, and all-around culture for everyone (including leaders) rather than something we need to seek out.
- Commitment and accountability from all leaders

- Consistent and cohesive messaging about opportunities from one centralized place/unit
- Allotted time and support from supervisors to participate in D&I opportunities.
- Real accountability
- Provide more funding
- Representation of D&I commitment across the university to promote opportunities.
- Creation of unified calendar/programming like Your Plan for Health
- Improve accessibility to opportunities and benefits

As a staff member, what is your perspective in regards to the culture and climate of the university when it comes to D&I?

- No clear D&I definitions, plans, or goals for staff
- D&I efforts are siloed and disconnected from one unit to the next
- Our culture of excellence is not reflected in our D&I efforts in comparison to other institutions.
- Lack of accountability and engagement from unit/college leadership
- Value and trust of staff perspective is lacking
- There is a need to address pay disparities and challenges within career advancement

Appendix I

Recommendations for the creation of a new Inclusive Excellence (IE) Sub-Committee

Prepared by D&I Task Force (Cesar Seguil, Twhila Holley, and Courtney Sanders)

March 14, 2018

Achieved Goals for D&I Task Force

- 1) Established partnerships with units across campus who are tasked with supporting, improving, and creating D&I awareness and initiatives for the university community.
 - a. Led to critical conversations about the complexity of the D&I climate for staff at the university.
- 2) Hosted 3 Focus Group sessions in October 2017 to acquire staff perspective about D&I where the following questions were discussed:
 - a. What is D&I?
 - b. Why is D&I important?
 - c. How is the university already engaging in D&I initiatives and learning opportunities?
 - d. How do you seek out these at the university?
 - e. How can the university enhance its offerings of D&I initiatives and learning opportunities?
 - f. What is your perspective in regards to the culture and climate of the university when it comes to D&I?
 - g. 75 registered, 45 participated
- 3) Discussion points from focus group sessions were recorded and themes were identified, which helped develop questions about D&I for the *Conversations with the President* event.

Arguments in support of Inclusive Excellence (IE) Sub-Committee

- 1) The creation of a sub-committee will establish our commitment and dedication to staff diversity and inclusion within USAC rather than living as a temporary effort by a task force. This in turn will also instill D&I into our own culture and practices.
 - a. D&I work needs to be continuous and consistent, particularly at a large institution.
 - b. The task force was first created in 2016-2017, and almost 3 years later there is still work to be done.
 - c. Although not a pillar in the OHR Strategic Plan, D&I is foundational in their culture.
- 2) The D&I climate at the university is extremely complex in terms of the initiatives, programming, and other efforts available to staff.
 - a. It is important we have a sub-committee dedicated to strategizing ways in which we can streamline and support D&I efforts for staff
 - b. Similar to USAC's charge, the sub-committee will serve as a platform and advocate for D&I issues relating to staff.
- 3) D&I is one of three pillars of President Drake's 2020 vision. He fully supports USAC's ongoing involvement and efforts with D&I initiatives.

Recommendations for the creation of a new Inclusive Excellence (IE) Sub-Committee

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March 14, 2018

- 4) Focus Group feedback from staff who participated
 - a. 42 feedback surveys completed: 34 positive responses, 6 neutral, and 2 negative.

Positive Statements	Negative Statements
"I often go to events geared to students. I hope to see more geared toward staff."	"It [D&I] is always an important conversation, but I am not sure anything will be done."
"It was great to engage with other staff members in other departments."	"I think the discussion was interesting, but I don't know yet if it was productive because there are no clear action items or results to be able to measure yet."
"I appreciate this is happening and hope it continues"	"I was hoping for more challenges of the status quo."
"It was nice to hear I wasn't the only one feeling 'excluded.'"	"It was nice to hear what other staff are experiencing but I don't believe what we discussed will be taken seriously"
"Best opportunity I have had to feel included."	"These questions were almost too basic. It would have been interesting to see what issues have been identified."
"The group dynamic was open and honest. We could be critical and make genuine observations without fear of retaliation."	"Many more voices and positions should be represented."

- b. While the feedback was generally positive, the negative comments reflect that there is still much work to be done with D&I among staff.

Identified Goals of IE Sub-Committee

Short-Term Goals (in the next year)

- 1) Integrate deliberate D&I-supporting practices within USAC
 - a. Include the intentional D&I efforts and practices USAC is committed to in the guiding principles document (addendum to bylaws).
 - b. Responsible for arranging Implicit Bias Training for grant application reviews and New Member Task Force as well as promoting the workshops to staff around the university in partnership with OHR L&D and the Kirwan Institute.
 - c. Develop accessibility guidelines for USAC- sponsored events by using and promoting university's compliance and integrity guidelines.
 - d. Revise USAC New Member Application and interview guide to include information or questions about D&I:
 - i. On application, include statement "USAC is commitment to following equitable practices in the application review and member selection process."
 - ii. For Interview guide, how do you believe D&I impacts the OSU staff experience?
 - e. Collaborate with Governance Sub-Committee to incorporate inclusive language in bylaws and any other USAC-related documents such as the USAC Member Profile.
 - f. Work with O&E Sub-Committee to identify meaningful experiences that involve D&I opportunities.

Recommendations for the creation of a new Inclusive Excellence (IE) Sub-Committee

Prepared by D&I Task Force (Cesar Seguil, Twhila Holley, and Courtney Sanders)

March 14, 2018

- 2) Continue partnerships with key stakeholders across campus to enhance D&I initiatives and efforts for staff.
 - a. OHR: Terra Metzger, Employee Relations & Labor Relations/Affirmative Action (ERGs)
 - b. Kirwan Institute
 - c. The Women's Place
 - d. Wexner Medical Center: Wanda Dillard, Director of Community Outreach
 - e. OHR L&D: Molly Driscoll and Nina Brooks
 - f. Regional Campuses: propose listening sessions around D&I for regional campus staff.

- 3) Establish new partnerships with campus units and groups.
 - a. ODI (Drs. James Moore and Tayo Clyburn): Buckeye Portal for Inclusive Excellence
 - b. Student Life: Multicultural Center (Todd Suddeth, Bowen Marshall, and/or Angie Wellman) and Social Change (Ashley Pryor)
 - c. Senate Diversity Committee members who are staff
 - d. Local SACs
 - e. Existing ERGs, professional organizations, and campus partners (ODI, Women's Place, PPCW, Multicultural Center) to implement recruitment practices to increase the interest of diverse USAC staff members.

- 4) Participate in selection committee for Distinguished Diversity Enhancement Award.

Long-Term Goals (in 2 to 4 years; recognizing that these may be impacted/changed by university-wide efforts)

- 1) Expanding existing Inclusive Excellence opportunities to staff
 - a. Implicit Bias Facilitation Training (in collaboration with OHR L&D and/or Kirwan Institute)
 - b. Work with Student Life leadership and OHR L&D team to discuss possibility of creating a certificate program for staff similar to the Diversity, Intercultural, and Community Engagement (DICE) Certificate Program that currently exists for students.
 - i. The College of Veterinary Medicine has implemented a similar initiative for their students, faculty, and staff called the Community of Inclusion Certificate Program.
 - c. Collaborate with ODI to determine if there are ways to model the Wellness Innovator program as a D&I initiative (e.g. "D&I Innovators") since the majority of Chief Diversity Officers at the university are faculty.

- 2) Revisit conversations with Your Plan for Health about incorporating D&I engagement through BuckeyeLearn and other ways we could partner with the Virgin Pulse App.

- 3) Revisit conversations with ODI about how the Diversity Officer model can be more inclusive of staff.

- 4) Determine how USAC should address social and/or political issues that impact staff when appropriate.

- 5) Collaborate with SCBS to continue dialogue about pay inequalities.

- 6) Explore possibility to host a guest speaker for staff in collaboration with campus partner(s).