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The 2019 – 2020 year for the University Staff Advisory Committee (USAC) has been intentional, productive and most recently adaptable. Our committee has partnered with a variety of key leaders, University initiatives and staff in order to advance the mission of the University. USAC appreciates the opportunity to work with so many talented people across the University every year.

As the President’s staff advisory committee, USAC is dedicated to positively advocating on behalf of staff. USAC continues to deliver on our multi-year plan that began in 2017. This consistency in our vision and focus over the past three years strengthens our efforts and progress. Many of our successes have been due to the strength of our four subcommittees and their ability to work on a wide range of initiatives. Their dedication to the work we do is paramount to our advocacy.

This year marks the 150th Anniversary for the University and a historic year the role staff play across the enterprise. The enclosed annual report contains updates from USAC’s 2018-2019 recommendations, including the first-ever report from voting staff senators, 2019-2020 recommendation in addition to updates on USAC’s key initiatives as well as next steps.

As we adapt to the University’s response to the COVID-19 pandemic and adjust to our new environments, USAC has and will continue to advocate on behalf of staff. We will continue to engage with leaders and help the staff community adjust to our new normal once we get through this pandemic. We are in this together and USAC will continue to work to fulfill our mission.

Since your arrival in June 2014, you have been dedicated to enhancing the staff experience at The Ohio State University. As your advisory committee, we appreciate your continued commitment and confidence in USAC and the work we do to advocate on behalf of staff. We thank you for your support throughout your tenure and wish you the best as your next chapter begins.
Over the years, USAC has made recommendations to senior leaders regarding key initiatives. The work required to fully implement USAC recommendations can take several months. Below is a status update to the recommendations made from the 2018-2019 USAC Annual Report.

Shared Governance

In 2019, USAC’s recommendation was to add five (5) voting staff senators to University Senate as well as add a staff member to six (6) of the nineteen (19) Senate Committees. In doing so, Ohio State’s shared governance model will be more robust with diverse perspectives from faculty, students, administrators and staff. Additionally, Ohio State will be a leader amongst peer institutions with regard to University governance.

Status Update

On May 31, 2019, the Board of Trustees approved the addition of five (5) voting staff senators to University Senate. This marked a historic moment in The Ohio State University’s 150 year history. Ohio State is now a leader amongst peer institutions with faculty, students, administrators and staff all having a voice in University governance. This year USAC and the staff senators have been collaborating to ensure a successful and meaningful integration into University Senate.

Flex Work

USAC’s recommendation echoes the President and Provost’s Council on Women’s (PPCW) recommendation to update the Flexible Work Arrangement proposal form to include a justification on the form, requiring managers to provide a business reason for denying a flexible work request. This simple, but effective addition to the form, will provide enhanced clarity around flexible work decisions, reduce inconsistencies in the approval of flex work requests within units, and ensure proper communication between employees and their supervisors.

Status Update

The Staff Compensation and Benefits Subcommittee (SCBS) developed a Flexible Work Toolkit in partnership with the Office of Human Resources (OHR) and PPCW. Found on USAC’s website, the toolkit was finalized in Fall 2019 and includes the following resources:

- Flexible Work Overview Powerpoint, to provide an overview of the policy
- Flexible Work Arrangement Proposal, for easy access to University documentation
- Flex Work Scenarios, to help employees better understand the possible application of the policy to their specific situations
- Flexible Work Information Sheet, a one-page summary on the policy
- “How to Discuss Flex Work with Your Manager” guide, to discuss communication strategies, performance tools, and negotiation tips to help set up a flexible work arrangement
- Flex Work Spotlight video, to highlight the successes of individuals and units who have successfully implemented flexible work arrangements
- Examples of Flexible Work Arrangement documentation found in units throughout the University
- External resources about flexible work
Updates from 2018 - 2019 Recommendations

In November 2019, USAC launched a University-wide communication campaign. During the initial promotion, there were 537 unique visitors to the USAC webpage within two (2) days. Since then, USAC has received 1,496 page views and numbers continue to grow.

Appendix B: Flex Work Toolkit Overview

Parking System

USAC’s recommendation is to continue partnership with CampusParc and the Office of Administration & Planning to perform a detailed analysis over the next 10-12 months in order to finalize a suitable recommendation to submit to the Parking Advisory Committee (PAC) to be implemented in July 2020.

Status Update

As of April 2020, USAC has partnered with leaders from Administration & Planning, Traffic & Transportation Management, CampusParc and various groups around the University to participate in a comprehensive study of the transportation and parking systems on the Columbus campus. To date, the study has concluded and recommendations are in draft form. USAC will continue to work with partners on this initiative over the next 10-12 months.

Three Floating Holidays

USAC’s recommendation was for the University to adopt three (3) paid floating holidays, in addition to their current allocation of vacation days. USAC also recommended further partnership with the Office of Human Resources and the Enterprise Project to perform a detailed analysis over the next 10-12 months in order to finalize suitable rules or policy changes to support a July 2020 implementation. In order for the University to offset the cost of this recommendation, one option may be to reallocate three (3) sick days to be used for the “floating” holidays. Based on USAC’s research in partnership with the Office of Human Resources’ Data Analytics team (see Appendix C for a full analysis), the median number of sick days for staff members of 75-100% FTE with at least one (1) year of state service across the University and Medical Center was 36 days with the average being 61 days.

Status Update

USAC’s recommendation for three floating holidays with an implementation date of July 2020 transformed into an updated recommendation. USAC worked this year to determine how additional time off would impact University and Medical Center operations to include employees.

As a result of the work completed, USAC recommends the University implement a “Winter Recess” beginning in calendar year 2021.

Appendix C: Floating Holiday Benchmarking
Winter Recess

In 2019, USAC proposed the addition of three floating holidays as a low cost, high impact benefit to staff. USAC spent the year collecting time off benefits data from 26 peer institutions, institutions across the Big 10, and large local corporations that Ohio State must compete with for talent. A summary of the findings are available in Appendix D.

USAC’s recommendation is for a closure of the academic core at The Ohio State University beginning on December 24th and running through January 2nd allowing employees to have an extended period of time off. The proposed name for the closure is “Winter Recess.”

If adopted, Winter Recess would become part of Ohio State’s ongoing efforts to fulfill the strategic plan with a specific emphasis on “Operational Excellence and Resource Stewardship.” Pillar V states that “Ohio State will be an exemplar of best practices in resource stewardship, operational effectiveness, and efficiency and innovation.” By closing non-essential functions during this time period, Ohio State will improve resource stewardship, operational effectiveness and efficiency by:

- Demonstrating an increase in energy cost savings
- Increasing efficiency and productivity
- Improving staff morale
- Improving recruiting and retention efforts
- Linking with the Ohio State's Wellness Initiative

Work Remaining: USAC will work with the Chief Wellness Office to obtain data on how a Winter Recess would benefit employee well-being. In addition, USAC will continue to partner with OHR on policy implications, cost analysis, leave options and productivity measures for both the University and Medical Center employees. USAC will continue to work with the President’s Cabinet to resolve questions and work toward solutions for implementation in 2021.

Next Steps: USAC is requesting time on an upcoming President’s Cabinet meeting agenda. The goal is to obtain Cabinet approval and support to continue to work to develop implementation plans for 2021. USAC will continue to partner with critical groups to ensure all aspects of the proposal have been considered.
USAC is committed to regular engagement with staff and maintaining a consistent voice advocating on behalf of staff. The chart below summarizes key initiatives and focus areas for 2019-20. These areas align with the pillars of USAC’s multi-year plan to help support our mission. The plan is reviewed semi-annually to ensure USAC’s work is aligned with the University and HR strategic plans and key initiatives.

- Continue to prioritize our efforts in the four existing subcommittees: Governance, Inclusive Excellence (IE), Outreach and Engagement (O&E), and Staff Compensation and Benefits (SCBS)
- Focus on diversity and 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, Career Roadmap, and other University-wide initiatives
- Increase staff presence in University governance
- Increase collaboration with staff advocacy groups across the Big Ten Academic Alliance

This chart emphasizes USAC key initiatives and activities that are a priority to USAC.

<table>
<thead>
<tr>
<th>USAC Initiative*</th>
<th>USAC Pillars (YE Report)</th>
<th>Strategic Alignment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cultivate relationships with senior leaders</strong></td>
<td>Status</td>
<td>Sr Leaders</td>
</tr>
<tr>
<td><strong>University Shared Governance</strong></td>
<td>Status</td>
<td>Sr Leaders</td>
</tr>
<tr>
<td><strong>Involvement in University leaders search committees</strong></td>
<td>Status</td>
<td>Sr Leaders</td>
</tr>
<tr>
<td><strong>Big Ten Staff Advocacy Collaboration</strong></td>
<td>Status</td>
<td>Sr Leaders</td>
</tr>
<tr>
<td><strong>USAC Communications</strong></td>
<td>Status</td>
<td>Sr Leaders</td>
</tr>
<tr>
<td><strong>USAC Internal Review</strong></td>
<td>Status</td>
<td>Sr Leaders</td>
</tr>
</tbody>
</table>

7 Governance focus areas
- Staff Career Development Grants
- Reinventing Manager Professional Development Opportunities
- Appointment and participation in external committees
- University Policy Review Updates
- USAC Bylaw Review Updates
- University Staff Senate Engagement

8 Outreach & Engagement focus areas
- Staff Appreciation Events
- Community Outreach Engagement
- Conversation with the President Event
- Conversation with Susan Basso Event
- Regional Campus Engagement
- Engagement with college and unit based staff advisory committees
- Staff Benefits and Wellness Expo
- New USAC Member Engagement
- University Staff Engagement Opportunities

9 Staff Compensation and Benefits focus areas
- Health & Wellness
- Rewards and Recognition
- Enterprise Project
- Increased partnership with PPOW
- Gender Equity
- New Employee Engagement
- Flexible Work Toolkit
- Time off/leave policy

10 Inclusive Excellence focus areas
- Collaboration across various campus D&I groups
- Listening Sessions
- Diversity Workshop for USAC Members
- Improve partnership with wPPGW, Senate Diversity and OD\r
- Increased engagement with ERGs
- USAC Diversity Development
- Increased partnership with OHR Learning & Development

*New Initiative for FY20
Preparation of Staff for Change

As the University continues progress on the Enterprise Project and HR Transformation, it has been imperative for USAC to support these initiatives and prepare staff for change. Within times of organizational change, emotions of fear and uncertainty are heightened. In order to lead staff through this change, USAC ramped up communication efforts on information pertaining to these University initiatives. In addition, USAC continued to foster relationships with local and regional Staff Advisory Committees (SACs) by attending in-person and virtual committee meetings. These committees are the heart of colleges and units and because of this, have a pulse on staff thoughts and morale. Information shared within these meetings was communicated to University leadership in order to aid in communication efforts toward University initiatives.

Aside from attending local SAC meetings and increased USAC communication to staff, USAC also hosted a Regional SAC Retreat on Friday, November 15, 2019 at the Newark Campus. At this retreat, eighteen (18) staff members of regional SACs discussed topics on staff morale and engagement, flexible work schedules, rewards and recognition and the Career Roadmap Project. Rob Prisbrey, Compensation Project Senior Director, was able to join via conference call in order to address concerns from staff on the extended campuses.

These are a few examples of the work USAC has done to prepare staff for change. Throughout this year, our mission has maintained consistent, advocating on behalf of staff.

USAC has seen fantastic growth in its communication reach across a variety of platforms. From FY19 to FY20, our website had traffic internationally with an overall 37% page views increase. In addition, USAC continued to increase communication efforts through monthly newsletter and three (3) social media channels (Twitter, LinkedIn and Facebook), which all saw positive growth throughout the year.
The **Staff Compensation and Benefits Subcommittee (SCBS)** is responsible for engaging with policies and University initiatives that impact staff and promote an equitable staff experience. The subcommittee accomplishes this through data collection, education, and partnerships with organizations across the University. The topics SCBS addresses include total rewards, career progression, and health and wellness.

<table>
<thead>
<tr>
<th>USAC Member Name</th>
<th>Staff Role</th>
<th>College/Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Courtney Sanders, Chair</td>
<td>Relationship Manager</td>
<td>Office of the CIO</td>
</tr>
<tr>
<td>Sandy Otis, Vice-Chair</td>
<td>Asset Business Analyst</td>
<td>Business &amp; Finance</td>
</tr>
<tr>
<td>Morgan Buckner</td>
<td>Executive Assistant</td>
<td>Office of Human Resources</td>
</tr>
<tr>
<td>Jill Hampshire</td>
<td>Assoc Dir, Aca Rel &amp; Comp Admin</td>
<td>Student Academic Success</td>
</tr>
<tr>
<td>Stacey Houser</td>
<td>Sr Assoc Dr, Risk Mgmt &amp; Ins</td>
<td>Business &amp; Finance</td>
</tr>
<tr>
<td>Faith Kline</td>
<td>Administrative Director</td>
<td>Ctr for Clinical/Translat Science</td>
</tr>
<tr>
<td>Steven Loborec</td>
<td>Assistant Director, Pharmacy</td>
<td>Wexner Medical Center</td>
</tr>
<tr>
<td>Jennifer Marinello</td>
<td>Assoc Dir, Enrollment Services</td>
<td>Student Academic Success</td>
</tr>
</tbody>
</table>

During Summer 2019, the Staff Compensation and Benefits Subcommittee (SCBS) identified the following goals that would drive much of the subcommittee work throughout 2019-20:

- Mission and Purpose for SCBS
- Flexible Work Toolkit
- Time Off/Leave Proposal
- Partnerships Across the University
- Pay Equity

**MISSION AND PURPOSE FOR SCBS**

**Key Accomplishments**

In 2019, President Drake challenged USAC to conduct a self-evaluation and identify opportunities for improvement. As a response, beginning in July 2019, SCBS focused on creating a mission statement and evaluated the naming convention for the subcommittee. The goal was to ensure the work of SCBS was aligned with the objective of the subcommittee. Creating a meaningful and accurate mission statement led to a deeper understanding of the purpose of the subcommittee work and created the vision for the year.

Through this exercise, it was determined the current name of SCBS did not accurately represent the work being completed. SCBS proposed a name change during the September 11, 2019 USAC Business Meeting and the proposal passed unanimously. Beginning in summer 2020, SCBS will be known as the **Staff Affairs Subcommittee** with the rationale that the new name better encompasses the scope of work the subcommittee engages in.

**Mission Statement:** The Staff Affairs Subcommittee is responsible for engaging with University policies, initiatives and promoting equity for staff. This is accomplished through data collection, education, and partnerships with organizations across the University. The topics addressed include, but are not limited to, total rewards, career progression, and health and wellness.

**Work Remaining**

In preparation for the approved name change, the newly designated Staff Affairs Subcommittee will need to identify places within USAC communications that the name needs to be updated. Additionally, the committee will need to socialize the name change with partners across campus.
FLEXIBLE WORK TOOLKIT

Key Accomplishments
The current Flexible Work Policy (6.12) has been in place at Ohio State since 2011. As stated in the policy:

“Workplace flexibility provides a way to successfully manage people, time, space, and workload. The University supports flexible work arrangements to achieve a highly productive work environment that enables staff to balance work and personal needs while providing workforce predictability and stability. Workplace flexibility is a strategy for using resources most efficiently and providing the best environment for talent.”

While the policy is clear about the possibility of and benefits to a flexible working arrangement, the execution of this policy is applied unevenly throughout various units and colleges across the University. USAC and PPCW began a collaboration in Autumn 2018 to create a Flexible Work Toolkit, to provide valuable resources that managers and employees can utilize when exploring flexible work arrangements.

The toolkit was completed in Fall 2019 and can be found on the USAC website. The toolkit was framed as a resource to empower both staff and managers to engage with the policy in a way that created an equitable experience for all staff and provided a benefit to both staff members and the unit. The conversations guide is targeted specifically towards staff and SCBS partnered with Molly Driscoll, Senior Director Talent Acquisition, to create a conversation guide for managers. The goal is to use these resources in the new Conversations Series for managers to provide them with tools to have open and productive conversations with their staff members around flexible work arrangements.

In November 2019, USAC launched a University-wide communication campaign highlighting the toolkit as a resource. During the initial promotion, there were 537 unique visitors to the USAC webpage within two (2) days. Since then, USAC has received 1,496 page views and numbers continue to grow.

SCBS has partnered with the OHR policy owners to add the toolkit to the list of resources that can be found within the policy. In addition to creating the toolkit as a resource, the goal was to bring this information University-wide and collaborate with units to encourage conversations around this topic. USAC members have presented at staff meetings at multiple units across the university and received positive responses.

Work Remaining
Continue to socialize the Flexible Work Toolkit as a resource and identify other units that USAC could present this toolkit to as part of a roadshow.

Next Steps
The Flexible Work Toolkit was created as a resource for managers and staff to have easy access and clear information about the policy and how to implement arrangements in their units. There is still no systematic way for the University to collect data around the policy, its effectiveness, and usage. Data is essential for the University to understand how this policy is being implemented and whether staff are being treated equitably with these arrangements. SCBS will continue to partner with OHR to identify how flexible work data collection can be possible within Workday.
PARTNERSHIPS ACROSS THE UNIVERSITY

Key Accomplishments
A strategic goal of SCBS is to engage with leadership across the University whose work aligns with USAC’s mission. Engagement allows for USAC to stay well informed of the continued work that impacts the staff experience. It also provides the opportunity to be advocates on behalf of staff and represent staff perspectives during decision making processes.

<table>
<thead>
<tr>
<th>Special Interest Group Involvement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Group Name</strong></td>
</tr>
<tr>
<td>AVP of Shared Service Search Committee</td>
</tr>
<tr>
<td>Benefits Appeal Committee</td>
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<tr>
<td>Career Road Map Steering Committee</td>
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<tr>
<td>Career Road Map Task Force</td>
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<tr>
<td>Distinguished Staff Award Selection Committee</td>
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<tr>
<td>Diversity Officers Committee</td>
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<tr>
<td>Diversity, Inclusion and Equity Facilitators Committee</td>
</tr>
<tr>
<td>Manager Self-Service Taskforce</td>
</tr>
<tr>
<td>Mitigating Rate Ad Hoc Committee</td>
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<tr>
<td>One University Health &amp; Wellness Council</td>
</tr>
<tr>
<td>Orientation Revamp Committee for Medical Center and Campus</td>
</tr>
<tr>
<td>Presidential Search - University Advisory Subcommittee</td>
</tr>
<tr>
<td>Shared Values Initiative Steering Committee</td>
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<tr>
<td>Talent &amp; Culture Steering Committee</td>
</tr>
<tr>
<td>VP of Student Life Search Committee</td>
</tr>
<tr>
<td>Workday Organizational Change Management Advisory Group</td>
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<tr>
<td>Working Title Advisory Group</td>
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</tbody>
</table>

This year, SCBS partnered with the University Senate Faculty Compensation and Benefits Committee (FCBC) to explore impacts of the changes to the health plan and pay equity. SCBS partnered with OHR to discuss policy, flexible work, and opportunities to better support managers. USAC members are represented on committees for the Enterprise Project, Career Roadmap, Degree Completion and the Health Plan Oversight Committee and have also continued to partner with PPCW on a wide range of topics, always remaining true to our mission.

Next Steps
An important strategic goal of SCBS is to identify and participate in conversations around health and wellness. SCBS recommends identifying key partners and committees that SCBS could work with to continue to advance these goals and relationships around health and wellness for staff.
PAY EQUITY

Key Accomplishments

Dr. Joyce Chen researched pay equity extensively looking at the faculty experience in 2017-18 and found that there was an 11% gap in the way that female faculty were paid in comparison to their male counterparts. This research, along with a set of recommendations, was presented by the University Senate FCBC in their annual report. In partnership with FCBC, Senate Diversity, PPCW, and OHR, USAC began work to explore what pay equity means for staff at the University. The goal was to evaluate the landscape around pay equity for staff and to identify if similar gaps exist.

- Define pay equity at Ohio State
- Establish and communicate differences between equal pay and pay equity
- How pay equity is represented in policy & procedure
- Development of data collection plan

Susan Basso, Senior Vice President for Talent, Culture and Human Resources signed on to The Columbus Commitment: Achieving Pay Equity, a pledge by the Mayor and First Lady of Columbus to tackle the topic of pay equity. Their definition of pay equity is as follows, “Pay Equity means paying different jobs of similar value, skill, responsibility and working conditions equitably. From a gender perspective, that means ensuring female dominated jobs are paid equitably to male dominated jobs of similar value and worth to the organization”.

SCBS evaluated the compensation, diversity and inclusion policies and found there is no clear policy that supported pay equity for staff. Pay equity language is present in the Faculty Compensation Rule. SCBS believes staff need to feel supported to advocate for their pay when their current compensation levels might not be equitable. Benchmarking research was conducted with peer institutions to see how the topic of pay equity was addressed within policy and found universities include language around pay equity in their policies. The University of Washington was identified as a best practice which included language that SCBS is advocating to be implemented within Ohio State policy.

Work Remaining

Develop plans to address the next steps outlined above. Continue to partner and engage with key constituency groups that are also working on the topic of pay equity.

Next Steps

A crucial part of the pay equity conversation is the ability to collect and analyze salary data. Once Career Roadmap is implemented, SCBS hopes data is more readily available in order to analyze possible salary discrepancies among similar positions. It is recommended USAC focus on gathering and analyzing data over the next 1-2 years.
The mission of the Governance Subcommittee is to support the USAC leadership team in the facilitation and oversight of USAC policies and procedures to execute the goals of USAC. The following are the 2019-20 Governance priorities and focus areas:

- **Staff Senator Selection**: design and implement the process for selecting the inaugural group of staff senators in addition to review and revise the process for the 2020 selection and incorporate the process into the USAC Operations & Procedures Manual.
- **Staff Career Development Grant**: collaborate with OHR for on-going process and rubric refining to align with the new online application system implemented in July 2019.
- **External Committee Appointment**: review the necessity for each external committee appointment, modify and document the appointment process, as well as engaging appointees.
- **Establish system to archive the process for USAC operations**

### STAFF SENATOR SELECTION AND APPOINTMENT

**Key Accomplishments**

In 2019, the Board of Trustees officially approved five (5) voting staff members be added to University Senate to advocate for the needs and concerns of staff across the University. The University Senate is Ohio State’s shared governance decision-making body to develop and implement policies that impact all students, faculty, and staff at the University and is comprised of nineteen (19) Senate Committees. After approval, USAC was tasked to select the staff senators and formulate the call for applications, determine the criteria for a successful candidate, and manage the interview and selection process of candidates to the staff senator position.

The Governance Subcommittee was responsible for developing the application, rubric and interview process for selecting the candidates. For the inaugural year, to endure continuity of business, a staff senator’s appointment to the University Senate was set for either a one- or two-year term, with the option of one two-year term renewal. In addition to the five (5) staff senators, the Governance Subcommittee was also tasked with selecting staff senator alternates to fill the role of a staff senator in case of their absence.

Key considerations during the application, rubric, and interview process for selection of the staff senator candidates was ensuring that there was a diversity of units and job positions represented for those selected, as well as being inclusive and equitable in the selection process as possible. USAC leadership and members of both the Governance and Inclusive Excellence Subcommittees consulted with PPCW on strategies to increase representation of female candidates to the staff senator position. USAC leadership and the Governance Subcommittee will continue to work with USAC’s constituency groups to increase awareness of the staff senator position across campus and build upon efforts to increase the diversity of applicants in future application cycles.

### USAC Member Name | Staff Role | College/Unit
--- | --- | ---
Sunny Zong, Chair | Contract and Agreement Manager | College of Engineering
Steven Blalock, Vice-Chair | IA Scholars Program Manager | College of Arts & Sciences
Kate Blevins | IT HR/Business Operations Mgr | Wexner Medical Center
Stacey Copley | Nuclear Medicine Technology Education Program Director | Wexner Medical Center
Sherri Hall | Position Control Manager | Wexner Medical Center
During this process, the Governance Subcommittee benchmarked other university governance bodies when developing the application and interview process. In addition to existing Faculty Council Bylaws, Governance Subcommittee members researched the bylaws/rules of the Undergraduate Student Government (USG), Council of Graduate Students (CGS), and the Inter-Professional Council (IPC). Benchmarking other participating Senate constituencies allowed the Governance Subcommittee to understand and follow the expectations and existing procedures that others have established and implemented.

Staff representation on the University Senate is a historic and significant milestone for staff advocacy at the University. Staff senators are a critical voice for the staff community, and the role comes with several responsibilities and expectations, including but not limited to, the following: (1) developing working relationships with other senators in the University Senate, as well as developing working relationships with the staff senator’s constituencies; (2) attending all Senate meetings, and, when applicable, Senate Committee meetings; (3) remaining informed and updated on key University initiatives and projects, especially as they relate to staff; (4) and developing knowledge of Senate procedures and protocols.

For the 2019-2020 academic year, the following staff senators are serving in the role:

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/College or Unit</th>
<th>Term Length</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lisa Mayhugh</td>
<td>Associate Director, Electroscience Lab, College of Engineering</td>
<td>2 Years</td>
</tr>
<tr>
<td>Thomas Gessells</td>
<td>Director, Information Technology, OSU Health Plan</td>
<td>2 Years</td>
</tr>
<tr>
<td>Alexander Thomas</td>
<td>Senior Academic Advisor, Department of Electrical and Computer Engineering, College of Engineering</td>
<td>1 Year</td>
</tr>
<tr>
<td>Steve David</td>
<td>Advocacy Director, College of Social Work</td>
<td>1 Year</td>
</tr>
<tr>
<td>Katherine Betts</td>
<td>Intercultural Specialist, African/African American Student Initiatives, Multicultural Center, Office of Student Life</td>
<td>1 Year</td>
</tr>
</tbody>
</table>

The following staff members are serving in the staff senator alternate role for the 2019-2020 academic year:

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/College or Unit</th>
<th>Term Length</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hillary Stanley</td>
<td>Senior Academic Advisor, College of Nursing</td>
<td>1 Year</td>
</tr>
<tr>
<td>Margie Bogenschutz</td>
<td>Senior Director of Career Services, Fisher College of Business</td>
<td>1 Year</td>
</tr>
<tr>
<td>Derek West</td>
<td>Division Administrator, Division of Hematology, Department of Internal Medicine, The James Cancer Comprehensive Center at the Wexner Medical Center</td>
<td>1 Year</td>
</tr>
</tbody>
</table>
STAFF CAREER DEVELOPMENT GRANTS (SCDG)

Key Accomplishments
Positive impacts have been continuously observed since the collaborative proposal from the USAC Governance Subcommittee in partnership with the Office of Human Resources (OHR) was approved and implemented in July 2018 (FY 2019), in which annual funding was increased by $50,000 and a tiered system to group awards was adopted with each winner – individual and group – being eligible for a higher level of funding (see comparison below and details in the Staff Development Grant Proposal in the 2017-18 USAC Annual Report, Appendix C).

<table>
<thead>
<tr>
<th></th>
<th>Before July 2018</th>
<th>Starting July 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual</td>
<td>Up to $1,000</td>
<td>Up to $1,250</td>
</tr>
<tr>
<td>Group</td>
<td>Up to $1,500</td>
<td>Group of 2-10: up to $1,750-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Group of 11+: up to $2,000-</td>
</tr>
</tbody>
</table>

In FY20, changes that impacted the grant application and review process is the new online grant application system that OHR implemented. This eliminated human error and increased the efficiency for both application intake and grant review stages. Also, it allowed the system to automatically check the eligibility of an applicant completing the online application form and to remind the applicant of any missing documents during the submission stage.

Through continuous commitment of promoting the SCDG from both OHR and USAC, the joint grant review team have observed many positive outcomes as a result of the above mentioned changes:

- In the JAN20 grant cycle, the review team received the largest number of applications (286), extended the greatest number of awards than ever (80) with the highest total award funding issued ($96,460.39) at a highest cut-off score.

- The number of staff members that have received financial support from the grant program has increased dramatically in the past two (2) years. Since APR14 (13 grant cycles), the University has offered a total of $881,734.64 in grant funding in support of staff professional development activities to 840 applicants, including group awards.

- Over 43% of the funding ($382,123.69) was awarded since JUL19 that supported over 38% of the activities (216 applicants). The success rate for an application is 28% for JAN20 cycle.

- The tiered funding offering has attracted more group applications since JUL19 which verified the leverage of lower cost that can have bigger impact.

<table>
<thead>
<tr>
<th>Grant Cycle (FY)</th>
<th>JAN16</th>
<th>JUL17</th>
<th>JAN17</th>
<th>JUL18</th>
<th>JAN18</th>
<th>JUL19</th>
<th>JAN19</th>
<th>JUL20</th>
<th>JAN20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Group</td>
<td>7</td>
<td>14</td>
<td>10</td>
<td>11</td>
<td>8</td>
<td>14</td>
<td>15</td>
<td>14</td>
<td>15</td>
</tr>
<tr>
<td>Group 2-10</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>10</td>
<td>10</td>
<td>8</td>
<td>10</td>
</tr>
<tr>
<td>Group 11+</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>5</td>
</tr>
</tbody>
</table>

- The number of multiple recipients has increased exponentially in the past two (2) years. USAC sees this as a collective result of the increased awareness of this funding opportunity as well as the positive impact previous recipients have experienced. The table below illustrates the comparison data for grant cycles JAN18 vs. JUL20.
# of Awards Received | # of Recipients
--- | ---
JAN18 | JUL20
2 | 22 | 92
3 | 3 | 13
4 | 4 | 3
5 | - | 1

Below is data showing the total number of grant applications received, the total number of grants awarded and the total dollar amount awarded since 2014.

### Key Partners
Office of Human Resources

### Next Steps
USAC and OHR will continue to partner and offer Staff Career Development Grants to the staff community. Due to COVID-19 and the transition to Workday, there will be a delay in grant cycles. USAC will resume supporting these grants after Workday go-live and will continue to monitor, evaluate and share the impact of the grants.

USAC will continue working with OHR to increase the awareness to application submission conversion rate in units/colleges/extended campuses where Staff Career Development Grant (SCDG) application rates are traditionally low.

Appendix E: Staff Development Grant Proposal, 2017-18 USAC Annual Report
Appendix F: OHR Staff Career Development Grant Analysis, 2019 Report
USAC EXTERNAL COMMITTEE APPOINTMENTS

For FY2019-20, five (5) current USAC members, seven (7) alumni and three (3) staff senators are appointed to eight (8) Senate and seven (7) University external subcommittees. Representatives actively engage in and contribute to discussions affecting staff, students, and faculty members in general.

The Governance Subcommittee reviewed and revised the external committee appointment process and documented guidelines to be incorporated in the USAC Operations and Procedures Manual. Key changes include:

- Current staff senators and alternates have the priority in Senate Committee representative application and appointment, followed by alumni of staff senators and alternates, current USAC members, USAC alumni and general staff population. This change is implemented to provide staff senators the maximum impactful involvement in the university central governing body.
- The university special purpose committees’ representative application and appointment remain the same with the following priority order: current USAC members, USAC alumni and general staff population.
- The term limit and responsibilities are clarified to provide transparency and to enhance future enforcement.

During FY2019-20, staff concerns were voiced for various discussions that included, but are not limited to:

- Diversity and inclusion in relation to: new general education requirements, Workday initiative, testing policy for Ramadan, and the vision and direction of the newly formed Office of Institutional Equity
- Review of ticket pricing for university sports
- Programs and initiatives that increase the success rate of students graduating
- Coordinated efforts with CampusParc to improve customer service aspects of parking, that included the review of signage and the review of alternative solutions to transport physicians from off campus locations to the hospitals
- Review of renovation projects and construction updates that impact services and opportunities for programming across the university

### External Committee Appointments

<table>
<thead>
<tr>
<th>External Committee</th>
<th>External Committee Appointee</th>
<th>Senate / University</th>
<th>External Committee Chairperson</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athletic Council</td>
<td>Kevin Petrilla</td>
<td>Senate</td>
<td>Hasan Jeffries</td>
</tr>
<tr>
<td>Council on Distance Education, Libraries, and Information Technology (DELIT)</td>
<td>Sarah Dawson</td>
<td>Senate</td>
<td>Nicole Kraft</td>
</tr>
<tr>
<td>Council on the Physical Environment (COPE)</td>
<td>Steve David (staff senator) Scott Dickson</td>
<td>Senate</td>
<td>Jason Kentner</td>
</tr>
<tr>
<td>Diversity Committee</td>
<td>Katherine Betts (staff senator) Megan Sayres</td>
<td>Senate</td>
<td>Rachel Bowen</td>
</tr>
<tr>
<td>Council on Enrollment and Student Progress (CESP)</td>
<td>Sarah Williams</td>
<td>Senate</td>
<td>Russell Marzette</td>
</tr>
<tr>
<td>Fiscal Committee</td>
<td>Gerhard (Gerry) Raimann</td>
<td>Senate</td>
<td>Brian Turner</td>
</tr>
<tr>
<td>Rules Committee</td>
<td>Lisa Mayhugh (staff senator)</td>
<td>Senate</td>
<td>Ken Lee</td>
</tr>
</tbody>
</table>
### Senate Steering

<table>
<thead>
<tr>
<th>Committee</th>
<th>Chair</th>
<th>University</th>
<th>Vice-Chair/Non-Voting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Plan Oversight (HPO)</td>
<td>Megan Hasting</td>
<td>University</td>
<td>Randy Smith</td>
</tr>
<tr>
<td>Ohio Staff Council of Higher Education (OSCHE)</td>
<td>Lauren Gannon Evans</td>
<td>University</td>
<td>Jodie Joerg Andreoli</td>
</tr>
<tr>
<td>Ohio Union Council (OUC)</td>
<td>Steven Blalock</td>
<td>University</td>
<td>Noah Bidna</td>
</tr>
<tr>
<td>Recreational Sports</td>
<td>Stacy Copley</td>
<td>University</td>
<td>Tommy Bowles</td>
</tr>
<tr>
<td>Employee Emergency Fund (EEF)</td>
<td>Chrissy Sprouse (Chair-elect)</td>
<td>University</td>
<td>Sharon Saia</td>
</tr>
<tr>
<td>Parking Advisory Committee (PAC)</td>
<td>Chrissy Sprouse (Chair-elect)</td>
<td>University</td>
<td>Beth Snoke</td>
</tr>
<tr>
<td>Health &amp; Wellness Council</td>
<td>Andrew Jordan (Chair)</td>
<td>University</td>
<td>Bernadette Melnyk</td>
</tr>
</tbody>
</table>

### Next Steps

For staff senators and external committee appointments, USAC will work closely with partners in the University Senate to ensure staff senators get involved in the Senate Committee’s work and to increase general staff presence in the nineteen (19) Senate Committees. For University-wide committees, USAC is to set a mechanism to increase the engagement of USAC appointees.

### Rules Committee

The Rules Committee is the guardian of the faculty rules. The rules are a part of the Ohio Administrative Code, and proposals to change the rules must be vetted by the Rules Committee, in collaboration with other committees, including the Faculty Council. The specific rule language must be finalized by the committee before any rule change is proposed to the University Senate for approval.

During the course of the year, a recommendation came forth to add staff to the pursuit of additional degrees rule. The Rules Committee wanted to add all university staff to the rule. A staff senator noted that the change could have negative consequences for staff given the diverse nature of the staff community. Hence, the staff senator, solicited feedback from both USAC and other staff senators. The feedback was gathered and then presented to the Rules Committee for consideration. As a direct result of the insightful feedback from staff, the Rules Committee voted to strike the addition of staff from the rule.
Employee Emergency Fund (EEF)

Key Accomplishments

As part of the 2017-18 USAC Annual Report, USAC recommended obtaining one-time funding of $50,000 in order to aid in the fund sustainability to meet the needs of our employees during the times of hardship. The grant maximum increased from $500 to $1,000 per granted application effective January 1, 2019 which was a part of the 2016-17 USAC Annual Report recommendation. Sharon Saia, Director of the Employee Assistance Program (EAP), worked with legal services in order to add housing instability or need for shelter as criteria to the EEF application. During 2019, twenty-three (23) EEF applications were granted which totaled $21,627 paid to applicants. The primary reasons granted were as follows:

<table>
<thead>
<tr>
<th>Primary Reason</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Death</td>
<td>4</td>
</tr>
<tr>
<td>Domestic Violence</td>
<td>2</td>
</tr>
<tr>
<td>Fire/Disaster</td>
<td>0</td>
</tr>
<tr>
<td>Housing Instability</td>
<td>3</td>
</tr>
<tr>
<td>Medical/Health Problem</td>
<td>11</td>
</tr>
<tr>
<td>Other</td>
<td>3</td>
</tr>
</tbody>
</table>

Next Steps

Continue promoting the Employee Assistance Program and the Employee Emergency Fund to ensure staff are aware of and utilizing these programs as needed. Due to the increase of grant amount and the addition of housing instability as criteria to the grant applicant, USAC would like to monitor this change in order to be good stewards of the fund with the possibility of 1) decreasing the eligibility wait period from one (1) year to six (6) months of continuous service and 2) partnering with Business & Finance and the Office of Advancement to establish an endowment to support the sustainability of this program to fund these grants in the future.
The mission of the Inclusive Excellence (IE) Subcommittee will support the University to be a model of inclusive excellence, in collaboration with key stakeholders, by looking broadly at diversity, promoting and implementing informed inclusive practices, and enhancing the staff experience.

The Inclusive Excellence (IE) Subcommittee established the following goals for the 2019-2020 year:

- Continuing USAC integrated inclusive practices by ensuring all application and interview processes are free from bias and diversity is represented within USAC in addition to external committees in which USAC participates
- Using inclusive language and ensuring accessibility among all USAC communication
- Connecting with campus partners and key stakeholders to discuss how USAC can collaborate, support and/or promote University initiatives
- Raising awareness of diversity and inclusion-related learning opportunities for staff
- Continuing relationship-building efforts with Employee Resource Groups (ERGs) and local/regional Staff Advisory Committees (SACs)

**Key Accomplishments**

The IE subcommittee continued to encourage and support inclusive practices within USAC. This year, USAC added regular additions to the monthly USAC Newsletter containing content around diversity and inclusive efforts such as planning an accessible event, digital accessibility, and SafeZone training. IE collaborated with speakers to present and train USAC membership on diversity, equity and inclusion best practices. IE strived to ensure inclusive language, diverse perspectives and processes are free from bias as members advocate on behalf of staff. This year the IE subcommittee invited the following speakers:

- Amy Major and Kathy Braidic, OCIO Enterprise Applications held a training on Digital Accessibility Services during the USAC Business Meeting held on January 22, 2020
- Nina Brooks, HR Learning and Development held an Implicit Bias training on March 18, 2020 for USAC members conducting New Member Recruitment Interviews

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<table>
<thead>
<tr>
<th>USAC Member Name</th>
<th>Staff Role</th>
<th>College/Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Twhila Holley, Chair</td>
<td>Student Services Coordinator</td>
<td>Fisher College of Business</td>
</tr>
<tr>
<td>Brittany Savko, Vice-Chair</td>
<td>Senior Program Coordinator</td>
<td>Student Academic Success</td>
</tr>
<tr>
<td>Ferdinand Avila-Medina</td>
<td>Learning Specialist</td>
<td>Newark Campus</td>
</tr>
<tr>
<td>Annie Bingman</td>
<td>Interim Assistant Director</td>
<td>Student Life – Residence Life</td>
</tr>
<tr>
<td>Tim Lombardo</td>
<td>Instructional Designer</td>
<td>Distance Education &amp; eLearning</td>
</tr>
<tr>
<td>Aaron Moore</td>
<td>Program Coordinator</td>
<td>Administration &amp; Planning</td>
</tr>
</tbody>
</table>
In addition, the IE subcommittee has been successful in connecting with several partners and stakeholders across the University:

- Richard Evans, Chairman of the Diversity Council Employee Resource Group (ERG) at the Wexner Medical Center. The IE subcommittee supported ERG participation in the USAC Health and Wellness Expo, which was cancelled due to the COVID-19 pandemic
- Attended the Gender Equity and Compensation Committee meeting(s)
- IE subcommittee was represented on the Diversity Advocates Committee
- Participated in planning sessions for and advertised the ‘Day of Understanding’ learning and development sessions offered by the Diversity, Equity, and Inclusion Facilitators group in support of the CEO Action for Diversity and Inclusion  
  - Ten (10) sessions were offered across the University on February 25 and 26, 2020, including six (6) on the Columbus campus and four (4) at the extended campuses (Lima, Mansfield, Newark, and Wooster). The sessions provided an opportunity for 30-40 staff and faculty to have meaningful conversations around diversity, inclusion, and equity.

The IE subcommittee partnered with Nina Brooks, HR Learning and Development, on an initiative to better understand Employee Resource Groups (ERGs) at the University. A survey, which was published on the USAC website and included in OnCampus, was created to request information from existing ERGs and maintained by members of the subcommittee. From this survey, twenty-one (21) unique responses were received which highlighted a total of twelve (12) ERGs. USAC will continue partnership with OHR on this initiative over the next 10-12 months.

Work Remaining
IE subcommittee is in the process of scheduling additional speakers to present at a future USAC Business Meeting:

- Sara Childers, Office of Diversity and Inclusion will be presenting on the new Buckeye Portal
- Katherine Betts and Megan Sayres, members of the Diversity Committee within University Senate will provide committee updates

Next Steps

The work of inclusive practices within USAC is an ongoing process and will be continually evaluated to ensure inclusion is represented in all initiatives, application processes, activities and events. IE will continue facilitating conversations and trainings surrounding diversity, inclusion, equity and social justice issues. In addition, partnership with the Diversity, Equity and Inclusion initiatives will continue to help support activities and events across the University. The IE subcommittee will continue to be diligent in order to bring awareness of diversity, equity and inclusion across the University as well as continuing to build and foster relationships with key stakeholders and partners across the University and extended campuses.
The mission of the **Outreach and Engagement Subcommittee (O&E)** is to coordinate USAC engagement with staff and senior leadership in order to fulfill USAC’s mission to maintain an active and participatory line of communication and to build a sense of community among staff.

<table>
<thead>
<tr>
<th>USAC Member Name</th>
<th>Staff Role</th>
<th>College/Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Katie Watkins, Chair</td>
<td>Program Director, UGrad Studies</td>
<td>College of Pharmacy</td>
</tr>
<tr>
<td>Lauren Gannon-Evans, Vice-Chair</td>
<td>Relationship Manager</td>
<td>Office of the CIO</td>
</tr>
<tr>
<td>Paul Hogan</td>
<td>Sr. Strategic Planning Manager</td>
<td>Wexner Medical Center</td>
</tr>
<tr>
<td>Emily Kelley</td>
<td>Assoc Dir, Prospect Develop</td>
<td>Office of Advancement</td>
</tr>
<tr>
<td>Randall McKenzie</td>
<td>HR Consultant</td>
<td>University Libraries</td>
</tr>
<tr>
<td>Drew Miller</td>
<td>Sr Business Operations Analyst</td>
<td>Clinical Engineering</td>
</tr>
<tr>
<td>Laurel Van Dromme</td>
<td>Chief of Partnership/Projects</td>
<td>College of Nursing</td>
</tr>
</tbody>
</table>

**EVENTS**

A large part of USAC members’ time is spent on outreach and engagement opportunities to serve both the University and greater Columbus community. Thirty (30) members on USAC hold 294 years of collective University service demonstrating dedicated and accumulated knowledge in order to provide the best experience for staff, faculty, students and others constituents on a daily basis.

On July 22, 2019, in partnership with the Office of Human Resources (OHR), USAC members helped distribute over 650 ice cream cups to the staff community during the **Annual Ice Cream Social**, held during **Staff Appreciation Week**. During this event, 187 staff completed a USAC staff survey on preferred engagement strategies. From the survey feedback, USAC learned that 78% of respondents desired professional development opportunities, organized and supported by USAC, along with staff social activities to include professional networking.

In early-August, USAC hosted the annual **Stuff the Backpack** school supply drive in conjunction with NBC4i city-wide drive. From sixteen (16) units across the university and medical center, USAC members stuffed more than 124 backpacks, as well as donated an additional eleven (11) large boxes of assorted school supplies which were provided to local Columbus City Schools: Cranbrook Elementary and Hubbard Elementary. This marked the most successful Stuff the Backpack event for USAC to-date.
In addition to the Annual Ice Cream Social, another major outreach event for USAC, in partnership with OHR, is the annual **Staff Appreciation Tailgate**. In preparation for the August 31st *Ohio State vs. Florida Atlantic University* game, OHR provided USAC fifty (50) additional pairs of tickets to the game. With the additional opportunity to win tickets, USAC received more than 100 entries from Ice Cream Social attendees and more than 1,000 additional entries were collected through the *USAC Newsletter* and *OnCampus Today*. Winners were drawn randomly from these entries. Prior to the game, USAC and OHR celebrated with over 2,420 staff and their guests at the Staff Appreciation Tailgate where USAC members provided event support while providing information on USAC and passed out ‘*You’re the Balm!*’ lip balm to attendees.

The annual **Conversation with President Drake** was hosted at the Ross Heart Hospital Conference Center in collaboration with the Wexner Medical Center on December 10, 2019. Over the course of the hour, discussion topics centered around university change, health and wellness in addition to flexible work and diversity and inclusion. President Drake also spent time reflecting on his upcoming transition from University President to faculty member as he prepares to retire at the end of the academic year.

- In person attendees – Approximately 60
- Live Stream Viewers - 318 USA viewers, 3 Canada, 2 Germany, 2 UK, 1 Belarus
UPCOMING ENGAGEMENT

Health and Wellness Expo – March 10, 2020

Due to the COVID-19 pandemic, the 2020 Health & Wellness Expo was cancelled until further notice for the safety of all involved. USAC would like to thank all of our sponsors, vendors, volunteers, partners and those planning to attend for their understanding. A total of sixty-eight (68) vendors were registered in addition to biometric screenings, change management lectures, and drop-in wellness opportunity sessions. The Health & Wellness Expo was focused on opportunities around health and wellness as they align to the nine (9) dimensions of wellness. O&E collaborated with the One University Health and Wellness Council, as well as Recreational Sports, to provide valuable university resources to staff which support the university’s focus on overall well-being. Financial support was provided by Bern Melnyk, University Chief Wellness Officer.

Change Management Series – Winter/Spring 2020

USAC hosted both in-person and virtual sessions on “Change Management: Navigating Change” led by Helka Casey with OSU Employee Assistance Program (EAP). These sessions were great opportunities for staff to learn in a relaxed environment how institutional changes such as Workday and HR Transformation can affect not only them personally but also their team in addition to developing coping strategies and techniques to handle workplace stress. During the Feb 19, 2020 session held at Thompson Library, eighteen (18) staff were in attendance; and at the time of submitting this report, the April 14th virtual session had forty-nine (49) registrants.

Conversation with HR Leadership – April 2020 (Cancelled)

Due to COVID-19, USAC has made the decision to reformat this event. O&E is working with HR Leadership to schedule a virtual meeting or pre-recorded message addressing the impacts of the pandemic on staff at Ohio State, as well as understanding the impacts to timelines/priorities with the delay of the implementation of Career Roadmap, HR Service Delivery, and Workday. This event date is TBD.
Partnerships with University Leaders

President's Cabinet

President
Michael V. Drake
Engagement
Quarterly
Top Discussion Points
OSU Strategic Plan, Shared Governance, Health Plan Initiative, Gender Pay Equity, Presidential Transition, University Transformation

Executive Vice President and Provost
Bruce McPherson
Engagement
Quarterly
Top Discussion Points
OSU Strategic Plan, Shared Governance, University Transformation, Dean's Review Process

Senior VP Talent, Culture & Human Resources
Susan Basso
Engagement
Monthly
Top Discussion Points
HR Strategic Plan, HR Transformation, Career Roadmap, Gender Pay Equity, Presidential Transition

Senior VP & CFO
Mike Papadakis
Engagement
Semi-Annual
Top Discussion Points
Enterprise Project, Career Roadmap, Corporate Engagement

Senior VP & Chief Strategy Officer
Gail Marsh
Engagement
Annual
Top Discussion Points
Shared Governance, Presidential Transition, OSU Strategic Plan

Senior Vice President, Administration & Planning
Jay Kasey
Engagement
Quarterly
Top Discussion Points
CTPP3, Cannon Drive Project, Parking

VP of Student Life
Melissa Shivers
Engagement
Semi-Annual
Top Discussion Points
Student Life Focus Areas

Senior VP for Government Affairs
Stacy Raustaskus Bretherton
Engagement
Semi-Annual
Top Discussion Points
Government Affairs impact to staff, Shared Governance

Executive Vice President and Chancellor for Health Affairs, Chief Executive Officer, Wexner Medical Center
Harold L. Paz
Engagement
Annual
Top Discussion Points
Medical Center Priorities, Parking

Senior Vice President and Wolfe Foundation Endowed Athletics Director
Gene Smith
Engagement
Annual
Top Discussion Points
Athletics Staff Engagement, Athletic Council

Chief of Staff, Office of the President
Katie Hall
Engagement
Continuous
University Leadership

Chief Wellness Officer
Bernadette Melnyk
Engagement
Semi-Annual
Top Discussion Points
Health & Wellness, Health Athlete Program

Vice Provost and Chief Diversity Officer
James Moore
Engagement
Quarterly
Top Discussion Points
Diversity and Inclusion Focus Areas, Gender Pay Equity

Senior Associate VP Human Resources, Wexner Medical Center
Alison Mincey
Engagement
Quarterly
Top Discussion Points
HR Transformation, Career Roadmap, Gender Pay Equity, Engagement Opportunities

Associate Vice President Talent, Diversity and Leadership
Lin Hills
Engagement
Quarterly
Top Discussion Points
Talent, Diversity, and Leadership Initiatives, Gender Pay Equity, HR Transformation

Dean and Director of Ohio State Marion and Executive Dean of the Regional Campus Cluster
Greg Rose
Engagement
Annual
Top Discussion Points
Extended Campus Engagement

Senior Vice Provost
Kay Wolf
Engagement
Annual
Top Discussion Points
Shared Governance

Associate VP for the Office of Institutional Equity
Kathy Lasher
Engagement
Bi-Monthly
Top Discussion Points
Affirmative Action, Gender Pay Equity

Senior Associate VP of Student Life
Molly Ranz Calhoun
Engagement
Semi-Annual
Top Discussion Points
Student Life Focus Areas

Faculty Leadership

Ben Givens
Senate Secretary
Engagement
Continuous
Top Discussion Points
University Senate and Shared Governance

Sharon Schweikhart
Faculty Council Chair
Engagement

Amy Darragh
Steering Committee Chair

Susan Cole
Faculty Council Chair-Elect
Engagement
Partnerships with University Initiatives

President and Provost's Council on Women (PPCW)

Kristen Cole
Chair
Bella Mehta
Former Chair

HR Transformation

Rob Prisbrey
Compensation Projects
Senior Director

The Enterprise Project

William Ashley
Communications/Engagement Director
Karen Durano
Change Manager

Shared Values

Gates Garrity-Rokous
VP & Chief Compliance Officer, Compliance and Integrity
Kim Potter
Director of Policy and Engagement

OHR Learning and Development

Engagement
Annual
Top Discussion Points
Shared Values Initiative

Molly Driscoll
Manager, Learning and Development
Nina Brooks
Learning & Development

Engagement
Continuous
Top Discussion Points
Flex Work Policy, Staff Experience, Gender Pay Equity

Engagement
Continuous
Top Discussion Points
Workday implementation, Change Management

Engagement
Continuous
Top Discussion Points
Staff Career Development Grants, Staff Experience, Implicit Bias
<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Unit</th>
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<tbody>
<tr>
<td><strong>Executive Committee</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Andrew Jordan, Chair</td>
<td>Mgr, Strategy &amp; Org Effectiveness</td>
<td>Student Life – Rec Sports</td>
</tr>
<tr>
<td>Chrissy Sprouse Chair Elect</td>
<td>HR Service Center Manager</td>
<td>Office of Academic Affairs</td>
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<tr>
<td>Brittany Crall, Vice-Chair</td>
<td>Business Manager</td>
<td>Student Life</td>
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<tr>
<td>Secretary/Treasurer</td>
<td></td>
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<tr>
<td>Shea Ryan, Vice-Chair</td>
<td>Coord – Recreational Sports</td>
<td>Student Life – Rec Sports</td>
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<tr>
<td>Communications</td>
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<td><strong>Governance Subcommittee</strong></td>
<td></td>
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<tr>
<td>Sunny Zong, Chair</td>
<td>Contract &amp; Agreement Manager</td>
<td>College of Engineering</td>
</tr>
<tr>
<td>Steven Blalock, Vice-Chair</td>
<td>IA Scholars Planning Specialist</td>
<td>College of Arts &amp; Sciences</td>
</tr>
<tr>
<td>Kate Blevins</td>
<td>IT Business Operations Manager</td>
<td>Med Ctr/IT Administration</td>
</tr>
<tr>
<td>Stacey Copley</td>
<td>Training Coordinator</td>
<td>Wexner Medical Center</td>
</tr>
<tr>
<td>Sherri Hall</td>
<td>Positions Control Manager</td>
<td>HR Administration</td>
</tr>
<tr>
<td><strong>Inclusive Excellence Subcommittee</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Twhila Holley, Chair</td>
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<td>Annie Bingman</td>
<td>Interim Assistant Director</td>
<td>Student Life – Residence Life</td>
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<td>Tim Lombardo</td>
<td>Instructional Designer</td>
<td>Distance Edu &amp; eLearning</td>
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<td>Aaron Moore</td>
<td>Program Coordinator</td>
<td>Administration &amp; Planning</td>
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<td><strong>Outreach &amp; Engagement Subcommittee</strong></td>
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<tr>
<td>Katie Watkins, Chair</td>
<td>Program Director, UGrad Studies</td>
<td>College of Pharmacy</td>
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<tr>
<td>Lauren Gannon Evans, Vice-Chair</td>
<td>Relationship Manager</td>
<td>Office of the CIO</td>
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<tr>
<td>Paul Hogan</td>
<td>Sr. Strategic Planning Manager</td>
<td>Wexner Medical Center</td>
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<td>Emily Kelley</td>
<td>Assoc Director, Prospect Develop.</td>
<td>Office of Advancement</td>
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<td>Randall McKenzie</td>
<td>HR Consultant</td>
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<tr>
<td>Drew Miller</td>
<td>Sr Business Operations Analyst</td>
<td>Clinical Engineering</td>
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<tr>
<td>Laurel Van Dromme</td>
<td>Chief of Partnerships/Projects</td>
<td>College of Nursing</td>
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<td><strong>Staff Compensation &amp; Benefits Subcommittee</strong></td>
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<td>Courtney Sanders, Chair</td>
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<td>Sandy Otis, Vice-Chair</td>
<td>Asset Business Analyst</td>
<td>Business &amp; Finance</td>
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<td>Morgan Buckner</td>
<td>Executive Assistant</td>
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<td>Jill Hampshire</td>
<td>Assoc Dir, Aca Rel &amp; Comp Admin</td>
<td>Student Academic Success</td>
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<td>Stacey Houser</td>
<td>Sr Assoc Dir, Risk Mgmt &amp; Ins</td>
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<td>Faith Kline</td>
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<td>Jennifer Marinello</td>
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<tr>
<td>Tracey Pawlowski, Ex-Officio</td>
<td>Project Manager</td>
<td>Office of Human Resources</td>
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</table>
Date: March 27, 2020

From: Ohio State University Voting Staff Senators
   Katherine Betts (2019 – 2020 term)
   Stephen David (2019 – 2020 term)
   Tom Gessells (2019 – 2021 term)
   Lisa Mayhugh (2019 – 2021 term)
   Alex Thomas (2019 – 2020 term)

Ohio State University Staff Senator Alternates
   Margie Bogenschutz
   Hillary Stanley
   Derek West

To: Andrew Jordan, USAC Chair
    Chrissy Sprouse, USAC Chair-Elect

Subject: Staff Senator Update for University Staff Advisory Committee’s (USAC) Annual Report

Historic Events in Ohio State University History
Fall 2019 marked a historic moment in The Ohio Status University’s 150 year history as voting staff senators were added to the University shared governance structure. Ohio State’s University Senate now includes five voting staff senators, along with a number of faculty, students and administrators. Prior to this, there has never been a voting staff presence in University Senate. As a result of these historic changes, Ohio State is now a leader amongst peer institutions with faculty, students, administrators and staff all having a voice in university governance.

In addition to staff being added to Senate, a voting staff member was also added to the University Senate Rules Committee this past fall. This committee had not previously had staff representation. Additional staff representatives were added to three other senate committees: Athletic Council, Council on Academic Affairs (CCA) and the Council on Enrollment Services (CESP). The USAC Chair-Elect was also added as a non-voting member of Senate Steering.

Staff Senator Role
The role of the voting Staff Senator was created to:
- Develop working relationships with other senators
- Attend and vote in all Senate meetings
- Participate in Senate committees to which one is assigned
- Stay informed and updated regarding major campus issues, specifically related or impacting staff
- Advocate for the interests of staff constituents and act as advocates for staff in University Senate
- Share updates on key Senate initiatives, projects and other relevant information with USAC
- As the Staff Senator role evolves, future tasks may include:
o Provide communication regarding senate priorities to staff across university units (i.e. promoting Culture and Values survey completion)

o Raise questions from staff at Senate meetings

o Engage with USAC on monthly calls to be informed of USAC issues and initiatives

o Further engagement with senate committees and partnerships with fellow staff members who sit on senate committees

**Staff Senator Involvement**

In order to stay informed and updated regarding major campus issues, especially issues that will be on the senate agenda, staff senators have participated in monthly conference calls with each other and with USAC’s Chair and Chair-Elect prior to University Senate meetings. The purpose of these calls has been to understand discussion topics from Senate Steering as well as to receive reports from USAC’s Chair and Chair-Elect on staff issues and events they hear about through USAC channels.

In this inaugural year, staff senators have actively participated in University Senate meetings and have focused on staff presence within University Senate. We were publicly welcomed in the first University Senate meeting of the year by President Michael V. Drake and Senate Secretary Dr. Ben Givens. Since then, President Drake has made many positive comments regarding the addition of staff to University Senate. Most recently, President Drake noted the addition of voting staff senators in his opening remarks at this annual State of the University Address in January. Staff senators have also voted on senate matters.

Staff Senators joined USAC’s business meeting in December to share their experiences on University Senate, thus far.

Staff Senators also serve on several senate committees. This includes representation on the Rules Committee, Diversity Committee and Athletic Council. The benefit of staff senators serving on senate committees was immediately apparent. This past fall the Rules Committee proposed adding all staff members to a rule regarding the ability to obtain additional degrees at Ohio State. This rule, while important for faculty, is not easily implemented for the staff community given the wide array of staff positions at the institution. The staff senator who serves on Rules put forth this proposed change to the USAC general body and other staff senators for feedback. Given the overwhelming feedback that this proposed change would have a negative impact to staff, the Rule Committee struck the proposal from their agenda. Staff representation on senate committees continues to be productive and beneficial.

**In closing**

Staff senators have experienced a productive inaugural year, thus far, and anticipate positive impact to staff for years to come.
FLEX WORK TOOLKIT OVERVIEW

Introduction

The University Staff Advisory Committee (USAC) Staff Compensation and Benefits Subcommittee (SCBS) is charged to evaluate and make recommendations on policies and issues affecting staff compensation and benefits, health and wellness, and the staff experience as a whole. In summer 2018, SCBS identified four key goals that would drive much of the subcommittee work throughout 2018-19, one of which was to collaborate with the President and Provost’s Council on Women (PPCW) to create a campaign to raise awareness regarding the Flexible Work Policy (a charge given to PPCW by the President and Provost).

Institutional Challenges

The current Flexible Work Policy (6.12) has been in place at Ohio State since 2011. While the policy is clear about the possibility of and benefits to a flexible working arrangement, the execution of this policy is applied unevenly within various units and colleges of the university. Through SCBS’s work this year, we identified five key challenges to the effective utilization of the Flexible Work Policy:

- While university leadership recognizes and supports the existence of the policy, support from individual unit leadership varies. Some employees have indicated that unit leaders have noted that the Flexible Work Policy is not utilized at all within the unit.

- Not all roles at Ohio State are conducive to a flexible work arrangement and not every position lends itself to flexible work. However, there seems to be a significant disparity within units regarding the application of flexible work arrangements for similar roles (some employees are able to use flexible work, while other employees in similar roles are not allowed).

- The policy encourages managers to be transparent, but there is no current requirement on the Flexible Work Arrangement Proposal for managers to justify why a flexible work request is denied. Such a lack of transparency may lead to miscommunications about the policy itself, poor supervisor/employee relations, and negatively impacts the employee’s ability to use the policy in the future.

- There is a general lack of awareness about the policy by both employees and managers, indicating a need for greater value placed on openness and flexible work arrangements in the workplace. A lack of resources about how to implement, monitor, and evaluate flexible work arrangements is also a challenge for managers and employees.

- There is currently no mechanism to collect data on flexible work arrangements at Ohio State (requests submitted, requests approved or denied, ongoing arrangements). No data is being collected and aggregated at the college or university level that provides insight into the current use of the policy.
SCBS Response to Challenges

To address these challenges, USAC has partnered with PPCW to create a “Flexible Work Tool Kit,” to provide valuable resources that managers and employees across campus and the Medical Center can utilize when discussing flexible work arrangements. To develop the tool kit, members of SCBS conducted interviews of employees and managers to gain a better understanding of the benefits and challenges around flexible work arrangements.

The Flexible Work Toolkit

The tool kit, which will be housed on the USAC website, will include the following resources:

- *Flex Work “Road Show” PowerPoint*, that HR professionals and supervisors can share;
- *Flex Work Flyer*, to distribute to employees and widely raise awareness about the policy;
- *Flex Work Scenarios*, showing the variety of flexible work arrangements to help employees better understand the possible application of the policy to their specific situation;
- *Conversation Guide with your Manager about Flex Work*, to provide communication strategies, performance tools, and negotiation tips to help set up a flexible work arrangement; and
- *Flex Work Spotlight video*, to highlight the successes of individuals and units who have successfully implemented flexible work arrangements.

Work Remaining

SCBS is currently making final edits to the Flex Work Toolkit, and once finalized, the committee will socialize these resources with the policy owner in the Office of Human Resources to ensure that there is consistent messaging about the policy. SCBS will continue to collaborate with PPCW to widely publicize the Flex Work Toolkit across campus and the Wexner Medical Center throughout Spring 2019.

SCBS members also plan to meet with members of the OHR policy team to discuss ways to ensure alignment of messaging around the Flex Work policy. This meeting will take place in April.

Recommendations and Next Steps

SCBS recognizes the lack of data available on the use of flexible work arrangements at Ohio State, which leads to potential issues of inequities and disparities around how flexible work is made available to employees. In addition, a lack of data prevents university leadership from clearly understanding the impact that flexible work has on the employee community.

To continue promoting The Ohio State University as a workplace of choice, SCBS believes that data collection and reporting regarding the Flex Work Policy is imperative. SCBS echoes the recommendation of PPCW to track the use of flexible work arrangements university-wide and share that data annually. Data collection may include:

- Number of formal requests for flexible work arrangements received by the unit each year;
- Number of requests approved;
- Number denied and justification for denial;
- Number of current, ongoing flexible work arrangements
- Demographics of employees requesting flexible work arrangements
SCBS believes that the university is at an optimal stage to consider the creation of a process and workflow for Flexible Work data collection as the Enterprise Project and overall business transformation continues to be built out. To this end, SCBS will engage with key partners over the next 6 months to recommend that a data collection mechanism be integrated into the new business processes being established.

SCBS echoes PPCW’s recommendation to update the Flexible Work Arrangement proposal form to include a justification on the form, requiring managers to provide a business reason for denying a flex work request. This simple, but effective, addition to the form will provide enhanced clarity around flex work decisions, reduce inconsistencies in the approval of flex work requests within units, and ensure proper communication between employees and their supervisors.

From this work, SCBS recognizes the incredible potential front-line and mid-level managers have on the ability to promote flexible work arrangements and enhance the employee experience. To this end, SCBS plans to explore the possibility of creating a USAC Manager Award to recognize the efforts that managers make to create a productive and flexible work environment within their units.
CONVERSATION GUIDE WITH YOUR MANAGER ABOUT FLEXIBLE WORK ARRANGEMENTS

Ways to Prepare

- Familiarize yourself with the Ohio State University Flexible Work Policy (HR policy #6.12).
- If anyone in your unit or college has a flexible work arrangement, ask if they would be willing to speak with you about it. Get ideas from colleagues who have a similar position in another unit. Having an idea of what already works may be helpful as you frame your request.
- Set a meeting with your manager, leaving plenty of time to have a conversation without being rushed. Notify your manager ahead of time that you want to talk about a flexible work schedule.

Meet with your Manager

- Bring a completed copy of the Flexible work arrangement proposal and read it in advance.
- Write and discuss a proposal with your manager.
  - Set a clear plan before the meeting about what your ideal flexible work schedule will look like. Present details to your manager about what your optimal schedule will be and how you will adjust your responsibilities to continue to be successful in your role.
  - Come to the meeting with suggestions for frequency and terms for evaluation of your flex work schedule. Outline how your performance objectives will continue to be met.
  - Share any needs you may have from your employer such as technology or equipment.
  - Anticipate questions that may come up and make sure you have an answer for them.
- Explain why a flexible schedule will benefit your unit/team, using data to make your case. (Example)
- If your manager does not like your proposal, ask questions about other options that may be available to you. You may also consider offering a trial period; remember, this is a negotiation. You may need to be open to collaborating with your manager to find a solution that works for both of you.

If your Proposal is Accepted

- Create a communication plan to share your new arrangement with your colleagues. Identify potential challenges (like office coverage or meeting times) that may need further discussed.
- Continually touch base with your manager. Ensure they are comfortable with the arrangement, and if not, identify solutions to these challenges.
- Communication is key. Remember, you are proposing this arrangement, so it is important to be responsible for making it work with your manager and your office colleagues. Consider proposing a check-in one month after the flexible work arrangement begins.

If your Proposal is Denied

- Ask why your request was denied. Was it your proposal? Position? Current job performance?
- If possible, work with your manager to identify steps to take that would get you to the goal of a flexible work arrangement. Remember, this conversation does not have to be a one-time shot. It may take ongoing conversations with your manager to come to an acceptable solution for both of you.
EXAMPLES OF FLEX WORK SCENARIOS

This document is intended to provide staff with examples of how flexible work arrangements might be used, based on specific employee needs. This list is meant to give staff ideas but is not a comprehensive list of types of flexible work arrangements that may be available to you. Staff should keep in mind paid parental leave and FML may be available for use in some of the examples below as well.

Sarah is a non-exempt staff member who serves as an Executive Assistant in the medical center. She recently gave birth to her first child and it is important to her to be able to spend time with her baby. Sarah requested to have a reduction in her schedule. By reducing her FTE she was able to work with her supervisor to create a schedule that allows her to spend more time at home with her child and still meet the expectations of her job.

Fred is an exempt Program Coordinator on the academic campus, and a large part of his workday involves meetings with faculty members and planning programs. He and his partner recently adopted a child, and in addition to using his paid parental leave, he requested some flexibility with work in order to meet the needs of his family. His partner can stay home with their child Monday-Thursday, but it is necessary for Fred to be home with his child on Fridays. Fred arranged a schedule where he works 10 hours a day Monday-Thursday so that he can be home one day a week. Faculty in his department are aware of his schedule, and they arrange meetings and special events to occur Monday-Thursday when Fred is in the office.

Jessica is a non-exempt employee in the medical center who has two middle-school aged children who ride the bus to and from school each day. She has established a flexible schedule with her manager that allows her to work Monday-Friday from 7:30 am-3:00 pm in order to get her kids on and off the bus each day. Jessica takes a 30-minute lunch break instead of an hour to accommodate for the extra 30 minutes per day and can meet the needs of her family and employer.

Paul is an Academic Advisor is taking advantage of the Ohio State tuition benefit to pursue his MBA. Paul has a course that meets during the day, so he requested a flexible work schedule from his supervisor. Paul's supervisor has allowed him to use a flexible schedule and work late two nights a week and continue to meet his job performance goals. Paul uses his Ohio State issued iPad at home to take academic advising appointments via Skype or phone which has been a popular option and benefit for students who have trouble coming in to see an advisor during the typical 8 am-5 pm hours.

Stephanie is a Program Manager in the Medical Center. Her mother suffers from ongoing health issues that require appointments 1-2 times a week for 2-3 hours at a time. Stephanie is her mother’s primary caregiver and is responsible for taking her mother to the doctor’s office, she is also eligible to use FML to help provide care. Stephanie’s manager noticed that she had depleted a large amount of sick time by taking her mother to and from appointments, so she brought up the idea of a flexible work schedule during their most recent meeting. Stephanie’s manager presented an option that she could think about organizing her schedule and notify clients so that she may take meetings while in the office and save any appropriate projects or email follow-up for the waiting room during her mother’s appointments or at
home later in evening. Stephanie tracks her hours and takes advantage of down-time during her mother’s appointments and in the evenings. She and her supervisor check-in bi-weekly to make sure the arrangement is still working for everyone involved and make any necessary adjustments. This schedule has allowed Stephanie to save sick-time for later, while still meeting the expectations of her job and the care-giving needs of her mother.

José is a Service Desk Technician at the Wexner Medical Center. His spouse was being relocated to Virginia for work, so he decided to have a conversation with his manager to see if she would be willing to adjust his work schedule to accommodate this relocation. José’s manager was happy to work out an arrangement with him, because she didn’t want to lose a talented employee like José who has such a strong and necessary skill set, and she deeply values Jose and his contributions to the work of her team. José and his manager put together a plan that allows him to work from home Monday through Friday using technology, such as Jabber to quickly communicate with members on his team and WebEx video conferencing to participate in various work meetings. He plans to come into the office for at least one week on a quarterly basis in order to connect and engage with his team members face-to-face. José and his manager feel that this accommodation is a win-win situation, since the organization is able to retain top talent and José is able to continue contributing to the work in his department while also being present at home with his spouse.

Physical space is an issue in the IT department that Marcus manages. Many employees are required to share office spaces, and at times, Marcus notices the staff experiencing difficulties in their daily productivity due to distractions and problems rising among the staff when private meetings need to occur. Marcus has presented the option to all employees, whether they are exempt or non-exempt, that they could choose to work from home two days per week, utilizing technology like Skype for Business and University issued iPads and laptops to complete their tasks. Due to the nature of their work, all staff members are required to be available during the “core working hours” of 10am-3pm; however, they are given the flexibility to work any hours outside of this timeframe whenever they choose, whether it be in the morning, afternoon, evening or some combination of these. Staff members that choose this option establish these working hours at the beginning of each semester to ensure that any necessary adjustments are made, and that changes are communicated to clients appropriately.

Alisa works for the IT department and in conjunction with the ADA office, set up a flexible work arrangement to allow her to work from home 5 days a week. Alisa is able to utilize laptops, soft phones and Jabber so that she is accessible to teammates, managers and other support staff. The technology tools allow her to be able to meet both the individual staff needs as well as business needs. Alisa has monthly one on ones with her manager via WebEx video conferencing and attends monthly team meetings via video conference as well.

Bobby is an exempt employee who works on the Data Analytics team for the Wexner Medical Center. A large part of his day-to-day work involves analyzing data and writing reports for his supervisor. Bobby lives about an hour away from campus and spends over 2 hours driving to and from work each day. Bobby has reliably demonstrated his ability to accomplish work tasks in a timely fashion and is both self-sufficient and self-motivated. To better support Bobby’s work-life balance, his manager offered up the option for him work from home 3 days per week, using his University issued lap-top computer. He agreed this would be helpful and is able to join any necessary meetings via Skype for Business; however, he is strategic in that he schedules meetings that require his physical presence on Mondays and Fridays when he plans to be in the office. This arrangement has allowed the University to retain a talented staff member like Bobby, while also allowing Bobby the flexibility he needs to better balance his life.
What is flexible work?

A work arrangement that falls outside of a unit’s usual work schedule and lasts longer than two months. Ohio State supports flexible work arrangements to achieve a reliable and productive work environment that enables staff to balance work and personal needs.

Who can use a flexible work arrangement?

All Ohio State staff members are eligible to request flexible work arrangements. However, not all positions lend themselves to flexible work.

How do I know if I am eligible?

Discuss Ohio State’s Policy 6.12 Flexible Work with your supervisor or your unit’s human resources professional.

Where can I get more information?

For employees: Office of Human Resources website at go.osu.edu/flex-work

For managers and units: See go.osu.edu/flex-work-manager
Flexible Work Awareness

An overview prepared jointly by the University Staff Advisory Committee and President and Provost’s Council on Women
Both USAC and PPCW advocate for awareness of Ohio State’s Flexible Work Policy.

This presentation can be used by unit staff advisory committees and leaders of department staff meetings.
What is Flexible Work?

• A flexible work arrangement falls outside of a unit’s usual work schedule and lasts longer than two months.
• Examples of flexible work arrangements include a compressed workweek, telecommuting or starting/ending times that change periodically.
• Flexible work arrangements are fully described in Policy 6.12 Flexible Work.
Why Flexible Work?

Workplace flexibility provides a way to successfully manage people, time, space and workload.
Who can use a flexible work arrangement?

All Ohio State staff members are eligible to request flexible work arrangements. However, not all positions lend themselves to flexible work.
How do I know if I am eligible?

To determine eligibility and feasibility of a flexible work arrangement for your position, please discuss the policy and specific process information with your supervisor or your unit’s human resources professional.
What is the supervisor’s role in flexible work arrangements?

- Per Policy 6.12 Flexible Work, supervisors should look for ways to implement flexible work in their units.
- Flexible work arrangements must be considered regardless of the reason for the request.
- Decision-making processes regarding flexible work arrangements must be transparent.
Other considerations in Policy 6.12

• Family and medical leave or a reasonable accommodation for a disability may be more appropriate than flexible work.

• Supervisors cannot take adverse action against staff for asking for a flexible work arrangement.
What are benefits of flexible work policies?

- 95% of companies said employee productivity increased or stayed the same after implementing flexible work arrangements. ¹

- 95% of workers with flexible work arrangements said communication with their colleagues improved or stayed the same. ²

- 60% of workers say they’re more productive with flexible work arrangements. ²

- 71% of Ohio State staff overall say their unit provides work-life balance. Rates at the college/VP unit level vary from 50% to 95%. ³

¹ Society of Human Resource Management, 2016
² Flex Strategy Group, 2018
³ Culture Survey, 2014
Where can I get more information?

For employees:
• Your supervisor or human resources professional
• Office of Human Resources website at go.osu.edu/flex-work
• USAC/PPCW flexible work toolkit at usac.osu.edu

For managers and units:
• See go.osu.edu/flex-work-managers
• Policy consultation with Employee and Labor Relations in the Office of Human Resources, 614-292-2800, email: hr-elr@osu.edu, web: hr.osu.edu/services/elr
Floating Holiday Benchmarking

As noted in the USAC Annual Report,

USAC’s recommendation is for the university to adopt three (3) paid floating holidays for staff members. Below is a chart based on benchmarking conducted within Big Ten Universities in regards to Holiday Shutdown vs. Floating Holidays. Policies vary amongst each university.

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<th>Big Ten Universities</th>
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<th>Floating Holiday 2</th>
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1 – University closes between Christmas and New Year’s
2 – Personal Day as outlined by University policy
3 – Gift Days to be used as requested by University leadership. Does not appear to be yearly program

Ohio State Holiday Shutdown

As part of USAC’s recommendation to adopt three (3) floating holidays, USAC partnered with the Office of Human Resources’ Data Analytics team in order to obtain data in regards to the number of staff who took vacation days during the holiday season (Dec 26th – Dec 31st). Of this data, it was defined that 26,778 staff across the university, medical center and regional campuses were eligible for vacation during this time period. The number of staff reflects any FTE that were eligible to take vacation. Of this population, 7.1% of staff took vacation from Dec 26th – 31st. Since this reflects a minimal percentage of our staff community, USAC determined that recommending a holiday shutdown was not the appropriate recommendation for two reasons: 1) this does not accommodate employees that have cultural religious, non-Christian celebrations outside of the designated University holidays 2) the university has many staff who are required to be a work including the medical center.

Ohio State Sick Time Balances

As part of USAC’s recommendation to adopt three (3) floating holidays, USAC partnered with the Office of Human Resources’ Data Analytics team in order to obtain data in regards to the average sick time balance for staff members. Of this data, it was determined the average number of sick days for staff members of 75-100% with at least one (1) year of state service across the University and Medical Center is 61 days (with the median being 36 days). This data supports the recommendation to explore the use of sick days rather than an additional three (3) more paid days off. The use of sick days will help offset the cost to the university.
UNIVERSITY STAFF ADVISORY COMMITTEE DECISIONAL REPORT TO PRESIDENT’S CABINET

April 9, 2020
Proposed Cabinet Decision:
A closure of the academic core at The Ohio State University (“OSU”) beginning on December 24th and running through January 2nd allowing employees to have an extended period of time off at a time when classes are not in session and the general level of activity on campus slows. The proposed name for the closure is “Winter Recess.”

Summary:
Working during Winter Recess will not be required, unless a staff member is deemed to be essential and the manager has determined that the employee is required to work during the Winter Recess. The Winter Recess would be considered a University Holiday and give staff paid time off during these days. Staff do not use accrued leave benefits during Winter Recess, nor do they accrue additional vacation hours during this time. Essential staff who are required to work during the Winter Recess will be allowed to take the equivalent number of approved days off prior to June 30th of the next year. For the Medical Center, Winter Recess days would be treated in the same manner as current University Holiday days for staffing resources and expectations.

Rationale:
Winter Recess is part of OSU’s ongoing efforts to fulfill the strategic plan set forth by the five pillars of focus, with a specific emphasis on “Operational Excellence and Resource Stewardship.” Pillar V states that “Ohio State will be an exemplar of best practices in resource stewardship, operational effectiveness, and efficiency and innovation.” By closing non-essential functions during this time period, OSU will improve resource stewardship, operational effectiveness and efficiency by:

1. Improving staff morale
   - Provides employee downtime and time to re-charge during a hectic time of year.
   - Time to take off and spend with family without utilizing vacation days.
   - Demonstrates appreciation for staff and the impact their work has on the university community.

2. Improving recruiting and retention efforts
   - It is a common practice in the private sector and at peer institutions in the Big 10 to shut down non-essential functions during this timeframe. In the private sector, a few examples of companies providing shutdown periods during the holiday season include Boeing, Amgen, Inc., Adobe, LinkedIn, PwC, and Cisco. In the Big-10 eight out of ten universities surveyed stated a shutdown period during the holiday season is a standard practice.
   - This is a family friendly policy supporting parents who have children off of school during this time. In the past year over 6,700 employees left the University and roughly 25% of employees leave the University within the first year of employment. The Winter Recess would provide an extended period of time off for employees who have not yet accrued a large amount of vacation time.
   - Starting salaries and yearly performance raises are typically lower at a university than in the private sector, so this policy can be used to help attract potential high performing employees and then retain them once integrated into our culture.
3. Demonstrating an increase in energy cost savings
   - Closing university buildings will reduce energy consumption and reduce our overall carbon footprint in decreased travel to and from the workplace. It is projected that energy savings for decreased capacity of buildings throughout the University during Winter Recess would be approximated at $35,000 the first year. This could be expected to increase as we study logistics.
   - The closure period could be used by vendors, such as Campus Parc to work on the parking garages that will have minimal usage

Examples:
   - University of California Lab Systems saved $28,300 during the University’s 2015 holiday close-down period;
   - Cisco closed operations for 10 days during the holiday season and saved 2,700 metric tons of carbon emission. Customers benefit from the related benefits including greenhouse gas reduction, air quality enhancements, and reducing Cisco’s cost to serve.
   - Commonwealth of Massachusetts found that improving holiday shutdown schedules for New Year’s Day alone saved approximately $10K in energy costs.

4. By increasing efficiency and productivity
   - The cost of closing OSU during this period can be offset by the return on investment. A study conducted by West Monroe Partners in 2018 found that closing the office more days during the holidays has a direct and positive impact on in-office productivity. Employees at offices that close additional days during the holidays are significantly more likely to report higher productivity during the time that they’re actually in the office (42 percent compared to 17 percent in offices that don’t shut down outside of federal holidays).¹
   - Research shows that taking a week off makes employees more productive. For some people who do not use vacation time, this may be the only “true vacation.” There’s ample evidence that people who take regular vacations are both more engaged at work and get more done.²
   - Students and faculty are typically off campus during this time, therefore workloads in many areas have naturally decreased.
   - Current faculty and staff remaining on campus are not productive as many members of committees and sub-committees are not available during this time.
   - A building closure would provide an opportunity to efficiently, safely, and deeply clean our facilities.

5. Linking with the OSU’s Wellness Initiative
   - Numerous studies have demonstrated that taking time off from work can improve the overall health of employees.³ Vacations can cut the risk of heart disease by 50 percent for

men and 30 percent for women—but only if those men and women take more than one vacation a year.\textsuperscript{4}

- An extended break is good for employee’s mental health. Neuroscientists have found that brain structure is altered by chronic exposure to the stress hormone cortisol, which can be a major contributing factor to anxiety and depression. Feelings of calm arise from time away from work and relieve stress, which allows the body and mind to heal in ways that it couldn’t if it were still under pressure.\textsuperscript{5}

**Benchmarking:**
The equivalent of Winter Recess is currently in place at universities throughout the nation (see Appendix A below). Eight of 12 Big 10 universities have the equivalent of a winter recess (2 did not reply to the inquiry). The response from these universities is unanimous. By closing non-essential functions during this time period, staff morale has increased, and energy costs decreased.

**Follow Up Items:**
This proposal is being presented for consideration with the knowledge that the following issues will need to be subsequently clarified for the Winter Recess to be initiated:

1. Do we need a separate set of guidelines for the medical center?
2. Who is considered “essential staff” and will be designated to work during Winter Recess?
3. How will staff be paid during Winter Recess? This depends on whether staff is exempt, non-exempt, essential, or non-essential.
4. Do temporary and student employees receive pay for the Winter Recess?
5. If an employee is on unpaid FMLA leave, would the employee be allowed to change the designation of FMLA and be compensated for Winter Recess?
6. Can essential personnel who work/are scheduled to work during Winter Recess re-designate their time off prior to Winter Recess?
7. What are the financial implications of providing staff with additional paid time off?
8. What impact will this have on the regional campuses with shared resources?


\textsuperscript{5} https://www.allinahealth.org/healthysetgo/thrive/importance-of-taking-vacation
University Winter Recess
Benchmarking
Benchmarking Universities were chosen by evaluating three categories: Big 10, Large R1 Universities, and State of Ohio Peers

**BIG 10 UNIVERSITIES COMPARISONS**

<table>
<thead>
<tr>
<th>University</th>
<th>Winter Break for Faculty/Staff?</th>
<th>Details</th>
<th>Apply to the Medical Center?</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Nebraska</td>
<td>Yes – Dec. 24-Jan. 2</td>
<td>Working is not required, unless deemed to be an “essential” staff member. Non-essential employees are excused from work with pay.</td>
<td>No. Separate rules and procedures apply to the Medical Center.</td>
</tr>
<tr>
<td>Penn State University</td>
<td>Yes – Dec. 24-Jan. 2</td>
<td>Working is not required, unless deemed to be an “essential” staff member. Non-essential employees are excused from work with pay.</td>
<td>No. Separate rules and procedures apply to the Medical Center.</td>
</tr>
<tr>
<td>University of Illinois</td>
<td>Yes – Dec. 24-Jan. 2</td>
<td>Close down days are considered “gift days” – employees are excused from work with pay without having to use accrued leave benefits. If required to work on one or more of those days, staff members must receive an alternate gift day to be used by June 30th of the following year.</td>
<td>No</td>
</tr>
<tr>
<td>University of Michigan</td>
<td>Yes – Dec. 24-Jan. 2</td>
<td>Working is not required, unless deemed to be an “essential” staff member. Non-essential employees are excused from work with pay.</td>
<td>No. Separate rules and procedures apply to the Medical Center.</td>
</tr>
<tr>
<td>Northwestern University</td>
<td>Yes – Dec. 24-Jan. 2</td>
<td>Essential staff that provide critical, essential services do not close. Those areas will maintain appropriate levels of staff for operations and continuity of service during this period. Staff members in those areas who are not able to be off during the Winter Recess period will be allowed to take the equivalent number of approved days off prior to August 31 of the following year. Essential staff members provide services that relate directly to the health, safety, and welfare of the Northwestern community and ensure continuity of key operations.</td>
<td>N/A</td>
</tr>
<tr>
<td>University of Iowa</td>
<td>No</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>University of Minnesota</td>
<td>No</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Purdue University</td>
<td>Yes – Dec. 24-Jan. 2</td>
<td>Non-essential staff will receive pay for normally scheduled hours during Winter Recess. Essential staff required to work during the Winter Recess will be paid at their regular rate for all hours worked. Both exempt and non-exempt employees will have the opportunity to re-designate any time worked during the Winter Recess to another normally scheduled workday(s) within the current fiscal year.</td>
<td>No. Medical Center employees are considered essential.</td>
</tr>
<tr>
<td>Rutgers University</td>
<td>Yes – Dec. 24-Jan. 2</td>
<td>Only “essential” personnel (public works, security) are required to be at work.</td>
<td>Medical Centers servicing the public do not close-down.</td>
</tr>
<tr>
<td>University of Wisconsin Madison</td>
<td>No</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>University of Maryland</td>
<td>Yes – Dec. 24-Jan. 2</td>
<td>Only essential personnel and/or emergency responders work</td>
<td>No. Medical Center staff is considered essential.</td>
</tr>
<tr>
<td>University</td>
<td>Winter Recess for Staff/Faculty?</td>
<td>Details</td>
<td>Apply to the Medical Center?</td>
</tr>
<tr>
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</tr>
<tr>
<td>Emory University</td>
<td>Yes – Dec. 24-Jan. 2</td>
<td>Staff members do not use vacation, sick leave or floating holidays during Winter Recess. Essential staff members who are required to work during the Winter Recess will be allowed to take the equivalent number of approved days off prior to August 31st of the next year. Winter Recess is considered Paid Designated Holiday.</td>
<td>N/A</td>
</tr>
<tr>
<td>Clemson University</td>
<td>Yes – Dec. 21-Jan. 2</td>
<td>The University designates “essential” staff members as “skeleton crews.” Vice presidents and deans determine how their reporting departments will handle skeleton crews. The Winter Break is considered Paid Designated Holiday.</td>
<td>N/A</td>
</tr>
<tr>
<td>University of Texas at Austin</td>
<td>Yes – Dec. 23-Jan. 2</td>
<td>Working is not required, unless deemed to be an “essential” staff member. Non-essential employees are excused from work with pay. Any employee required to work during this period will receive compensatory time rather than holiday or overtime pay. Please note that employees of the Office of Campus Safety Services and Facilities Management will be scheduled off in accordance with the needs of those departments and applicable collective bargaining agreements.</td>
<td>N/A</td>
</tr>
<tr>
<td>University of Missouri</td>
<td>Yes – Dec. 24-Jan. 2</td>
<td>The University provides these days as “Designated Paid Holidays”</td>
<td>No. Separate rules apply to the medical center.</td>
</tr>
<tr>
<td>Temple University</td>
<td>Yes – Dec. 24-Jan. 2</td>
<td>The University provides these days as “Designated Paid Holidays”</td>
<td>No. The close-down does not apply to employees of the health system.</td>
</tr>
<tr>
<td>University of Pittsburgh</td>
<td>Yes – Dec. 23-Jan. 2</td>
<td>The University provides these days as “Designated Paid Holidays”</td>
<td>N/A</td>
</tr>
<tr>
<td>Iowa State</td>
<td>Yes – Dec. 23-Jan. 2</td>
<td>The University provides these days as “Designated Paid Holidays”</td>
<td>N/A</td>
</tr>
<tr>
<td>University of North Carolina</td>
<td>Yes – Dec. 23-Jan. 2</td>
<td>The University provides these days as “Designated Paid Holidays”</td>
<td>N/A</td>
</tr>
<tr>
<td>University of South Carolina</td>
<td>Yes – Dec. 23-Jan. 2</td>
<td>The University provides these days as “Designated Paid Holidays”</td>
<td>N/A</td>
</tr>
<tr>
<td>University of Houston</td>
<td>Yes – Dec. 23-Jan. 2</td>
<td>The University provides these days as “Designated Paid Holidays”</td>
<td>N/A</td>
</tr>
<tr>
<td>Texas A&amp;M</td>
<td>Yes – Dec. 23-Jan. 2</td>
<td>The University provides these days as “Designated Paid Holidays”</td>
<td>N/A</td>
</tr>
<tr>
<td>Stanford University</td>
<td>Yes – Dec. 24-Jan. 2</td>
<td>Most university buildings are shut down during holiday break</td>
<td>N/A</td>
</tr>
<tr>
<td>Clemson</td>
<td>Yes – Dec. 23-Jan. 2</td>
<td>The University provides these days as “Designated Paid Holidays”</td>
<td>N/A</td>
</tr>
<tr>
<td>Texas Tech</td>
<td>Yes – Dec. 23-Jan. 2</td>
<td>The University provides these days as “Designated Paid Holidays”</td>
<td>N/A</td>
</tr>
<tr>
<td>University of Chicago</td>
<td>No</td>
<td>N/A</td>
<td>N/A</td>
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<tr>
<td>University</td>
<td>Winter Recess for Staff/Faculty?</td>
<td>Details</td>
<td>Apply to Medical Center?</td>
</tr>
<tr>
<td>------------------------------------</td>
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<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>Case Western Reserve University</td>
<td>Yes – Dec. 24- Jan. 1</td>
<td>Active employees have the time off for the observed holiday unless otherwise scheduled. When the holiday falls on a Saturday, the university will observe the holiday on the preceding Friday. When the holiday falls on a Sunday, the university will observe the holiday on the following Monday. Employees who work Monday through Friday will have the Friday or Monday off. Employees whose regular work day may be either Saturday or Sunday will have either the observed holiday or the actual holiday off.</td>
<td>N/A</td>
</tr>
<tr>
<td>Columbus State Community College</td>
<td>Yes</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Miami University</td>
<td>Yes – Dec. 24- Jan. 2</td>
<td>Some offices may require staff to work selected days during Winter Break based on the business needs of the department (e.g., Payroll or University Advancement). Your supervisor will inform you if you are required to work. For days when the university is closed for Winter Break that are not paid holidays, classified employees must submit vacation/comp time/personal leave if they want to be paid. This is the only time during the year that classified may take unpaid days off. Unclassified employees must use vacation time for these days.</td>
<td>N/A</td>
</tr>
<tr>
<td>Ohio University</td>
<td>Yes – Dec. 25- Jan. 1</td>
<td>University provides paid winter leave to employees during winter break. In some circumstances, employees may need to use one vacation day. If staff are required to work on an official university holiday, they will receive one and a half times the regular hourly rate, for all hours worked on that date, plus holiday pay for the number of hours that would normally have been worked at the regular hourly rate.</td>
<td>N/A</td>
</tr>
<tr>
<td>Ohio Wesleyan University</td>
<td>Yes – Dec. 23- Jan. 3</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>University of Cincinnati</td>
<td>Yes – Dec. 25-Jan. 1</td>
<td>Winter Season Days were established in 2014 by University Rule 3361: 30-31-07</td>
<td>The UC Medical Center is a separate employer from the University of Cincinnati so the vast majority of UCMC employees are not University of Cincinnati employees.</td>
</tr>
<tr>
<td>University of Toledo</td>
<td>Yes – Dec. 24- Jan. 2</td>
<td>All staff members are off except “required” positions, which might vary annually depending on need (hospital and public safety). If staff members cannot take the time off during the close-down, they can use the additional days off provided by the University until June 30th of the following year.</td>
<td>Because the hospital must operate 24/7 every day of the year, specific UTMC employees cannot participate and so will not be given the additional three or four winter break days.</td>
</tr>
<tr>
<td>Wright State</td>
<td>Yes – Dec. 24- Jan. 2</td>
<td>University provides paid winter leave to employees during winter break.</td>
<td>N/A</td>
</tr>
</tbody>
</table>
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
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](chart.png)

**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.
STAFF CAREER DEVELOPMENT
GRANT ANALYSIS
Staff Career Development Grant

2019

Background

The Staff Career Development Grant provides staff with an opportunity to further their growth and development. Prior to July 2018 (JUL19 grant season) eligible staff could apply for a Staff Career Development Grant of up to $1,000 for individuals and $1,500 for groups. Grants can be used for professional development, education or training costs related to job and/or career goals.

Amounts available for individuals and groups increased in July 2018 (JUL19 grant season) to provide greater development opportunity. Eligible staff can apply for a Staff Career Development Grant of up to $1,250 for individuals, $1,750 for groups of 2-10 and $2,000 for groups of 11 or more. During the July 2019 grant season, we awarded eight grants for groups of 2-10 and three grants for groups of 11 or more. Increasing the funding for the group grants provides a greater opportunity for units and departments to provide professional development to more of their team members.

Since October 2013 (FY 2014), 2,822 applications have been received for the staff career development grants. 760 staff career development grants have been awarded, totaling $785,274.21.
The tiered funding approach which began in July 2018 (July 19 grant season) has been an attractive offering for group applicants.

<table>
<thead>
<tr>
<th></th>
<th>JUL19</th>
<th></th>
<th>JUL 20</th>
<th></th>
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</thead>
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<tr>
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<td>#Group Recipients (11+):</td>
<td>5</td>
<td></td>
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<td>#Group Recipients (2-10):</td>
<td>10</td>
<td>#Group Recipients (2-10):</td>
<td>8</td>
<td></td>
</tr>
</tbody>
</table>

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.

How the grants were used:
- Registration fee for conference/seminar: 39%
- Travel Expenses: 26%
- GED class: 9%
- Certification tuition costs: 5%
- Group speaker fee or meeting costs: 3%
- Professional association dues: 2%
- Online workshop or webinar: 5%
- Books and materials for courses: 5%
- Other: 2%
2019 Survey Results

Survey results demonstrated that there is great value and impact in the Staff Career Development Grant. Grant recipients were asked to complete a survey and results showed that the overwhelming majority of grant recipients valued their professional development opportunity and that it had an impact on their career at Ohio State.

**Total Survey Responses: 83 staff members**

- **94%** feel the professional development opportunity was valuable to them personally, to their college/unit, and to the university as a whole.
- **97%** say this development opportunity helped them improve their job effectiveness.
- **98%** applied what they learned through their professional development opportunity.
- **65%** would not have been able to participate in the opportunity without the funding.

**89% or more Strongly Agree or Agree that they:**

- Have developed/learned/gained new skills and/or knowledge
- Are more engaged in/with their work
- Have more confidence in their ability to perform
- Are more satisfied with the results of their work
- Work more efficiently
- Are able to teach others the skills and/or knowledge learned
- Are eager to apply what they learned
- Feel their department has an increased skill set and/or works more efficiently

**The most valuable aspects** of this experience they identified were increased confidence, enhanced skill sets, innovative ideas and processes, benchmarking, networking and a way to advance their careers.

Grant recipients were able to pursue professional development opportunities that were inaccessible due to tighter budgets and decreased funding. Through the Staff Career Development Grant, the university provided access to invaluable learning opportunities beyond what the college/unit could provide. The additional funding enhanced the learning culture and made the employees feel that the university was supportive of their professional growth and development.
In addition to the value and impact survey data, we also felt it was important to track the impact the grant had on recipient’s career progression at Ohio State. The data below represents employment/job changes for recipients within one year of engaging in their professional development opportunity. Please note, we cannot specifically state the grant solely influenced their change in status however we are able to identify significant progression recipients have made after receiving the grant.

Definitions:

- Promotion – employee has been promoted
- Termination/resignation – employee has left the university
- Voluntary demotion – employee is demoted to a position with a lower classification, lower pay range/pay band and same or lower salary because voluntary take a new position
- Lateral transfer – employee transfers to new or same department, with new or same job code, with the same pay range/pay band and same, higher or lower salary
- Lateral career progression – employee moves into a new position with a classification in the same pay range/pay band and a higher salary to reflect additional duties
- Transfer (job type) – move employee from one job type to another with no break in service (e.g. student employee to regular position)
- Reclassification promotion – reclassification of job title and duties that results in higher pay
- Reclassification lateral – reclassification of the job titles and duties that results in no pay grade change
- Reclassification demotion – reclassification of the job titles and duties that results in a lower pay grade.

![Change in Employment Chart]

- Redirection: Employment changes range from "promotion" to "termination or retirement" with varying pay grade and classification changes.
Testimonials

The conference provided a new perspective on service-learning, connecting it with other forms of experiential education. With new organizational structures now in place and the new GE being developed, collaborating across experiential education forms is more important than ever at Ohio State. The conference I was able to attend thanks to the Staff Development Grant helped me make connections across our work that I may not have otherwise understood.

- Without the help of the grant, I wouldn't have been able to afford a computer on my own. Now I have the means to complete coursework and professional Development at any time from any location and it has made a huge difference in my morale since I don't need to use public computers at late hours in the day.

- The Staff Career Development Grant is an excellent opportunity to access professional development to stay on the cutting edge of our work. It's so helpful that there's flexibility to identify programs that are personalized to my work and the areas where I want to grow and develop.

- This Staff Development grant, combined with other funds, enabled me to gain certification that has already paid for itself! I am now certified to facilitate training programs for our corporate clients - in person, online and in "micro course" formats. The curriculum, videos, and pre- and posttraining tools are terrific and allow us to meet our clients' needs quickly and without having to develop all of the curriculum ourselves, which we don't have the staff to do, since we are a very small department that performs various functions. Thank you!

- The Staff Career Development Grant is a wonderful tool for providing staff with the opportunity for personal and professional growth. Our grant was used to offer 225 staff members a half-day on-site professional development conference featuring 20 break-out sessions, a keynote speaker, and a closing speaker. Staff found it to be an exciting way to learn more about a variety of topics, the university and its units, and communicate and network with others they don't work with on a regular basis.

- The grant provided an opportunity for our unit to develop an initiative that we otherwise would not have been able to fund. We worked together to create a brief business plan/budget and apply for this grant, which was a great kick start to the initiative itself. It really got the ball rolling and we ultimately were able to successfully implement our project!
Thanks to the Staff Career Development Grant, I was able to enroll in a certification prep course and successfully pass my senior certification exam in human resources. The financial support provided from this grant allowed me to engage with peers from across the Columbus HR community, develop study groups, and identify a network of colleagues with ranges of knowledge and experience for sharing resources and support. Being a senior certified professional has enriched my contributions within our department and the OSU community to add value to our student, faculty, and staff populations. I am so incredibly grateful for OSU's professional development support and the ability to engage in this enriching and rewarding development opportunity.

Thanks to the Staff Career Development Grant, I now have access to professional development and career development opportunities that I never could have afforded on my own. With the help of this grant I've furthered my professional skills, become more efficient, and improved the quality of my work.

The Staff Career Development Grant is an extremely valuable resource to university staff that should be utilized whenever possible. With budgets typically tight university-wide, staff often feel as if development opportunities should not be pursued. This could not be further from the truth. The return on investment from opportunities afforded to me by the SCDG goes above and beyond the cost of my program, and I enthusiastically recommend pursuing opportunities in your field whenever possible.

The Staff Career Development Grant afforded me the opportunity to travel to a world renowned show in my professional and academic interest areas. At this show I gained a greater level of baseline familiarity and proficiency through a truly global lens than I would have ever hoped to attain without the support of the University and the Grant Program.

The Staff Career Development Grant has been of central importance to my continued happiness as an employee at Ohio State. Being able to engage with others in my field and to take time to develop and improve my skills makes me a happier and more effective employee and person. Thank you for all the work that you do to make this grant available and the process painless.
Staff Manager Development Grant

2019

The staff manager development grant provides financial support to assist staff managers seeking to sharpen management skills, encourage participation in activities that further professional development and enhance behaviors that support the university’s values.

Grants of up to $1,000 for individuals are awarded for staff manager participation in management workshops and programs, seminars, conferences or other activities held at The Ohio State University.

Beginning in January 2016, we opened the grant process to accept manager grants throughout the year. Two years later in 2018, a proposal was submitted to the President and Provost for both the staff career development grant and the manager development grant and was approved. Recommendations included:

- Increase disbursement for individual application from $1000 to $1250
- Incentivize group applications using tiered funding model
  - 2-10 employees ($1750)
  - 11 or more employees ($2500)
- Provide additional manager development opportunities by permitting managers to use the manager grant funds for coaching services.

The first two bullets were implemented for the Staff Career Development grant in July 2018 (JUL19 grant season).

New in 2020, the Coaching Services Program, which is an established leadership program rooted in our community and aligned with our culture will offer a virtual coaching platform designed to develop managers and enhance their leadership skills at any stage of their career. Ohio State managers work with their supervisor to identify an area of focus for the coaching engagement and the coaching sessions are designed around an associated action plan to achieve results. Those interested in coaching will be able to apply for a Manager Development Grant to cover the cost of 6 virtual coaching sessions. *Great leadership matters* and coaching is a highly effective way to strengthen managers through increased awareness, expansion of knowledge, and an opportunity to practice leadership skills throughout the coaching engagement.

The Coaching Services Program offers two virtual package options:
- 6 virtual coaching sessions for $1,250
- 10 virtual coaching sessions and a leadership assessment for $2,200

Both packages also include access to online leadership development tools and resources.

We are currently working on the funding, application process and screening process for the manager grant. We anticipate implementing the grant for the coaching opportunity after July 1, 2020.
STAFF MANAGER DEVELOPMENT GRANT

<table>
<thead>
<tr>
<th>Month</th>
<th>Applicants</th>
<th>Recipients</th>
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<tr>
<td>FY19</td>
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</table>
The Employee Emergency Fund continues to be a widely sought after resource. There were 133 referrals to the EEF for screening in 2019 as compared to 122 in 2018. The more inclusive criteria has allowed for housing instability and for other issues related to social determinants of health to be considered when employees present with emergent financial issues. The increase of the gift to $1,000 permits a better outcome to employees, who had to cobble together many different financial resources to cover an emergency expense. It gives these employees an improved chance at overcoming their situation and missing less work chaising down community resources.

USAC’s 2017 & 2018 recommendation to increase the gift to $1,000 has been implemented. Our next USAC recommendation would be to consider employees who have worked at The Ohio State University six months. The current criteria is a minimum employment for one year. Many new workers are trying to get their finances under control and keep their new position. Opening up the EEF to this group would gain employee loyalty.