UNIVERSITY STAFF ADVISORY COMMITTEE

Annual Report
2020-2021

The Ohio State University
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The 2020-21 year for the University Staff Advisory Committee (USAC) has been productive, transparent, adaptable, and most importantly intentional. During a year in which many of us never expected by facing challenges of a global pandemic, USAC not only continued existing partnerships but also created new partnerships with a variety of key leaders, University initiatives and staff to advance the mission of the University. USAC is appreciative for the plethora of opportunities to engage positively with President Johnson and other leaders across the enterprise.

As the President’s staff advisory committee, USAC is dedicated to positively advocating on behalf of staff while continuing to deliver on our multi-year plan that was established in 2017. The consistency in our vision and focus over the past four (4) years not only strengthens our efforts and progress but also provides transparency in our initiatives and focus to the university community. Many of our triumphs have been due to the strength of our four (4) subcommittees and their ability to strategically think on a wide-range of initiatives of ways to enhance the staff experience. Their dedication to the work of USAC is paramount to the success of our advocacy.

Fiscal year (FY) 2021 has marked a challenging year for all as we continued to adjust to our changing environments and the University’s response to the COVID-19 pandemic. Our mission was more critical than ever as we continued to engage with leadership and advocate on behalf of staff.

The 2020-21 USAC Annual Report offers updates and closures on recommendations made previously, including the Winter Recess Proposal. The report highlights the ways in which USAC fostered meaningful staff engagement through our advocacy work and outreach.
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 recommendation made from the 2019-20 USAC Annual Report.

**Winter Recess**

**Background**

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 benefit data from twenty-six (26) peer institutions, institutions across the Big 10, and large local corporations that Ohio State must compete with for talent. A summary of the benchmarking conducted are available in Appendix A: Winter Recess Proposal.

**USAC’s recommendation** is for an academic core closure 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 and mental health
- Improving recruiting and retention efforts
- Linking with the Ohio State’s Wellness Initiative

**Key Accomplishments**

Benchmarking and significant research were conducted on implementing a Winter Recess at the University in 2020. Research indicated that providing a shutdown period during the holiday season not only supported wellness initiatives but also provided sustainability advantages. Benchmarking revealed that most Big 10 universities shut down during the holiday season. The Winter Recess Proposal was presented to President Michael V. Drake in April 2020 prior to his departure along with various senior leaders throughout the course of 2019-20. The proposal was introduced for consideration with the knowledge that certain issues needed clarified prior to initiation. Dr. Drake was supportive of continuing to investigate the potential of a Winter Recess. Due to the implications of COVID-19 and the initiation of Workday, it was decided to place the initiation of Winter Recess on hold for 2020. In the Fall of 2020, members of Staff Affairs began to answer questions presented by Dr. Drake and senior leadership that needed clarified, including the following questions:
1. Do we need a separate set of guidelines for the Health System?
2. Who is considered “Essential Staff” and will be required to work during Winter Recess?
3. How will staff be paid during Winter Recess? This depends on whether the staff member is exempt or non-exempt; essential or non-essential.
4. Do temporary and student employees receive pay for Winter Recess?
5. If an employee is on unpaid FMLA, 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?

In order to discuss these lingering issues, meetings were conducted with pertinent units, including Medical Center Human Resources, Office of Legal Affairs, as well as regional campuses.

Work Remaining
In order to fully address remaining questions, meetings continue to occur with the following constituents:

- Office of Human Resources
- Regional Campuses to discuss regional campus impacts
- Business and Finance to discuss financial implications
- Central Ohio Technical College (COTC) to discuss potential impacts for cost-shared appointments
- Office of Student Life to discuss impacts to staff due to students remaining on campus
- Facilities Operations and Development (FOD) to discuss implications to buildings remaining open during this time

When meeting with the Office of Legal Affairs, it was suggested that a policy be in place prior to implementing Winter Recess. Research related to policy development will also need completed. Once outstanding issues are clarified, a document with frequently asked questions will be drafted as well as proposed language updates to the Paid Time Off Policy (6.27). USAC would like to propose a Winter Recess implementation of Winter 2021.

Appendix A: Winter Recess Proposal
USAC is committed to frequent engagement with staff and maintaining a consistent voice advocating on behalf of staff. The chart below summarizes key initiatives and focus areas for 2020-21. These areas align with the pillars of USAC’s multi-year plan to help cultivate our mission. The intent is to update this plan quarterly to ensure our focus is aligned with the University’s and HR’s strategic plans as well as key University initiatives.

- Continue to prioritize our efforts in the four existing subcommittees: Governance, Inclusive Excellence (IE), Outreach and Engagement (O&E), and Staff Affairs (SA)
- 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, Shared Values Initiative, as well as other University-wide initiatives
- Increase and maintain staff presence in University governance
- Increase collaboration with staff advocacy groups across the university as well as 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 Initiative (YE Report)</th>
<th>Strategic Alignment</th>
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<tbody>
<tr>
<td><strong>Status</strong></td>
<td>Sr Leaders</td>
<td>University Transformation</td>
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<tr>
<td>1. Cultivate relationships with senior leaders</td>
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<td>2. University Shared Governance</td>
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<td>3. Involvement in University leaders search committees</td>
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<td>4. Big Ten Staff Advocacy Collaboration</td>
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<td>5. USAC Communications</td>
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<td>6. USAC Internal Review</td>
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<td>7. Governance focus areas</td>
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<td>Staff Career Development Grants</td>
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<td>Reinventing Manager Professional Development Opportunities</td>
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<tr>
<td>Increased D&amp;I focus across all USAC processes/procedures*</td>
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<td>Appointment and participation in external committees</td>
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<td>University Policy Review/Updates</td>
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<td>USAC Bylaw Review/Updates</td>
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<td>University Staff Senator Engagement</td>
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<td>8. Outreach &amp; Engagement focus areas</td>
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<td>Staff Appreciation Events</td>
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<td>Stuff the Backpack Event</td>
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<td>Conversation with Leadership Series</td>
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<td>Regional Campus Engagement</td>
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<td>Engagement with College/Unit Based Staff Advisory Committees</td>
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<td>Staff Benefits and Wellness Expo</td>
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<td>Professional Development Series</td>
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<td>9. Staff Affairs focus areas</td>
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<td>Health &amp; Wellness</td>
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<td>Rewards and Recognition</td>
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<td>Enterprise Project</td>
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<td>Increased partnership with PPCW</td>
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<td>Gender Equity</td>
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<td>New Employee Engagement</td>
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<td>Flexible Work Toolkit</td>
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<td>Time off/Leave policy</td>
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<td>10. Inclusive Excellence focus areas</td>
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<tr>
<td>Collaboration across various campus D&amp;I groups</td>
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<td>Listening Sessions</td>
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<td>Improve partnership w/PPCW, Senate Diversity and OD</td>
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<td>Increased engagement with ERGs</td>
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<td>USAC Diversity Development</td>
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<td>Increased partnership w/CHR Learning &amp; Development</td>
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<tr>
<td>11. USAC Ambassadors</td>
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<td>New USAC Member Engagement</td>
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<td>Community Outreach Engagement</td>
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*New Initiative for FY21
Preparing Staff for Change
As the University continued progress towards the implementation of HR Transformation and the Enterprise Project, it has been paramount for USAC to support these initiatives and prepare staff for change especially during these unprecedented times. During this time of organizational, procedural, and budgetary change coupled with a pandemic and societal injustices, emotions of fear and uncertainty were heightened across the university. To lead staff through change, USAC increased communication efforts on information pertaining to University initiatives as well as partnered with various constituents across campus to support or highlight information, initiatives and/or events relevant to staff. In addition, USAC continued to foster relationships with local and regional Staff Advisory Committees (SACs) by attending virtual committee meetings.

These committees are the heart of the colleges and units and because of this, have a pulse on staff concerns and morale. Information shared within these meetings was communicated to University leadership, as appropriate, to aid in communication efforts toward change. With USAC having an increased on-line presence in FY21 there was a tremendous importance in having a consistent output of communication efforts.

Furthermore, USAC sought to amplify messaging of various campus partners whenever possible in order to keep staff engaged on any changes taking place at the University. By maintaining a focus on USAC’s communication efforts, FY21 saw positive growth in subscribers and engagement over our various virtual platforms, which USAC projects to continue into the next fiscal year.

Aside from attending SAC meetings and increased USAC communication to staff, USAC also hosted a Local and Regional SAC Retreat on Friday, April 9, 2021 via Zoom, which is the first time that all campuses were present at a USAC retreat and included forty-two (42) attendees. Speakers and topics included:

- Bern Melnyk, University Chief Wellness Officer and Dean, College of Nursing discussed the importance of wellness in addition provided an update regarding the Return to Campus Survey results
- Gates Garrity-Rokous, Vice President and Chief Compliance Officer, and Kim Potter, Director of Policy and Engagement, The Office of University Compliance and Integrity provided an overview of the Shared Values Initiative (SVI)
- Molly Peirano, Interim Title IX Coordinator, Office of Institutional Equity provided an overview of the office as well as updates to the Title IX policy
- Tom Gessells, Director of Informational Technology, OSU Health Plan and Staff Senator provided an overview of University Senate as well as the Staff Senator role
Breakout discussions were facilitated by USAC members and addressed topics mentioned above. Local and Regional SAC members contributed to robust and meaningful conversations that sparked additional dialogue with presenters that will initiate more concrete partnerships across the university as work continues on these important initiatives. USAC’s Inclusive Excellence and Staff Affairs subcommittees also facilitated listening sessions to provide updates on current initiatives and to hear of potential gaps in advocacy efforts. Overall, Local and Regional SAC members felt that their voices were heard, appreciated the dialogue with leadership, and are eager to support these initiatives moving forward within their perspective campuses/colleges/units.

Communication efforts are not limited to external constituents to USAC, USAC also focused internally within the committee to create a cohesive environment as it was evident that we would not be meeting in-person this year. Members received “USAC Weekly Updates” from the USAC chair which contained updates in regards to University initiatives, highlights from University leadership and committee meetings, status updates on USAC initiatives as well as general information in relation to staff. In addition, USAC members were spotlighted throughout the course of the year to learn more about each other and were provided monthly opportunities to virtually engage via Zoom during USAC Hang Out sessions.

Advocacy Efforts
In a year of COVID-19 and societal injustices, the University formed multiple task forces focused on these important topics. As task forces formed, USAC leadership ensured a staff representative was a part of these important conversations. Because of our consistent approach at ensuring staff are present, a USAC member was added to the Public Safety Advisory Committee which is a new University committee within the Department of Public Safety.
While preparing for returning to campus in the fall, the Office of Academic Affairs and the Office of Human Resources formed multiple task forces around various topics such as academic transition, benefits, leave, and policy updates. During discussions, USAC members consider any potential impacts to staff and discuss alternate solutions, if possible. USAC also partnered with various task forces across campus such as the Task Force on Racism and Racial Inequities and the Task Force on Community Safety and Well-Being to ensure our efforts aligned with the work of these task forces.

In addition to ensuring staff representation on University committees and task forces, USAC looks at University processes to see where staff presence is missing. In doing so, USAC partnered with Bruce McPheron, Executive Vice President and Provost, and Kay Wolf, Senior Vice Provost, to ensure that a staff member was not only a part of the search committee for Dean appointments but now a staff member will be a part of the Dean’s Reappointment Review Process.

During 2020-2021, University leadership changes were announced which led to the formation of several search committees. Of these national searches, USAC members and Staff Senators have the privilege to serve on the following search committees:

<table>
<thead>
<tr>
<th>USAC/Staff Senator</th>
<th>Search Committee</th>
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<tbody>
<tr>
<td>Chrissy Sprouse, Chair</td>
<td>Executive Vice President and Provost</td>
</tr>
<tr>
<td>Steven Loborec, Chair-elect</td>
<td>Sr. Vice President of Talent, Culture and Human Resources</td>
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<tr>
<td>Andrew Jordan, Staff Senator</td>
<td>Vice President and Chief Information Officer</td>
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To ensure the staff perspective was heard, a listening session was conducted in conjunction with Gene Smith, Senior Vice President and Wolfe Foundation Endowed Athletics Director, on March 15, 2021 regarding the Executive Vice President and Provost position. Forty-five (45) current and former USAC members and Staff Senators provided valuable insight on the qualities and traits that the search committee should consider as it relates to staff and the University at-large. The feedback provided was well received by search committee co-chairs Dr. Susan Olesik, Divisional Dean of Natural and Mathematical Sciences and Distinguished University Professor and Dr. Grace Wang, Executive Vice President for Research, Innovation and Knowledge Enterprise, and shared with the search committee.

Throughout the course of this unprecedented academic year, USAC’s advocacy efforts were more important than ever. Through various channels, staff contacted USAC to voice concerns or provided feedback on numerous topics such as: COVID-19, Workday, tuition assistance benefit changes, mental health, retirement impacts for staff who teach, parking, and returning to campus. As concerns and feedback were received, USAC worked with university leadership and were able to advocate for the following changes:
• Reversal of the tuition assistance benefits change. Maximum number of credit hours remain unchanged at ten (10) credit hours
• Addition of salary ranges to job postings for campus staff and bi-weekly positions in Workday
• Deepened discussions among leadership in regards to COVID-19 cases on campus
• Extension of the exception to the use of accrued vacation over the established maximum carryover from Dec 31, 2020 to June 30, 2021. This extension provides employees flexibility until their next anniversary to utilize accrued vacation over the maximum

In addition, USAC partnered with Lin Hillis, Associate Vice President Talent, Leadership and Diversity, and Erica Banta, Talent Management Director, within the Office of Human Resources to create additional professional development opportunities for staff. As of mid-May 2021, staff will have access to thousands of resources through LinkedIn Learning, an on-demand learning solution designed to help gain new skills and advance their career. With a one (1) year LinkedIn Learning subscription, staff will obtain:

• Unlimited access. Choosing from more than 5,000 video tutorials covering business, creative and technology topics
• Relevant recommendations. Exploring the most in-demand skills based on interest
• Expert instructors. Learning from industry leaders, all in one place

Appendix B: 2020 Tuition Data Summary
The **Staff Affairs Subcommittee (SA)** is responsible for engaging with policies and university 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, staff benefits, career progression, and health and wellness.

<table>
<thead>
<tr>
<th>USAC Member Name</th>
<th>Staff Role</th>
<th>College/Unit</th>
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<tbody>
<tr>
<td>Sandy Otis, Chair</td>
<td>Asset Business Analyst</td>
<td>Business &amp; Finance</td>
</tr>
<tr>
<td>Stacey Houser, Vice-Chair</td>
<td>Interim Sr Dir, Risk Mgmt &amp; Chief Risk Officer</td>
<td>Business &amp; Finance</td>
</tr>
<tr>
<td>Tina Bogac</td>
<td>Senior Director, EHS</td>
<td>Administration &amp; Planning</td>
</tr>
<tr>
<td>Brittany Crall</td>
<td>Business Manager 2</td>
<td>Office of Student Life</td>
</tr>
<tr>
<td>Holly Davis</td>
<td>Research Commons Services Coord</td>
<td>University Libraries</td>
</tr>
<tr>
<td>Jacob Hollar</td>
<td>Associate Editor, Strategic Communications</td>
<td>Office of Student Academic Success</td>
</tr>
<tr>
<td>Faith Kline</td>
<td>Administrative Director</td>
<td>Comprehensive Cancer Ctr</td>
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<tr>
<td>Justin Lahmers</td>
<td>Quality Improvement Specialist</td>
<td>Office of Research</td>
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In 2020, at the request of the USAC Executive Committee, Staff Affairs assessed work on many goals and initiatives from previous years. As a result, Staff Affairs identified the following goals that would drive much of the subcommittee work throughout 2020-21:

- Winter Recess
- Rewards & Recognition
- Flexible and Remote Work
- Staff Ombudsman

**REWARDS & RECOGNITION**

**Background**

Research shows that praise and commendation from managers was rated the top motivator for performance, beating out other non-cash and financial incentives, by 67% of workers. As noted in the 2017-18 USAC Annual Report, the resolution to the Rewards and Recognition Task Force was to maintain status quo with university-wide events managed by OHR.

During 2018-19, USAC collected feedback from units across campus related to staff awards and recognition offered at the unit and department level. Information collected helped guide conversations around integrating recognition activities at a grassroots level in order to promote a culture of recognition university-wide. USAC designed a “**6 Easy Ways to Appreciate Your Team**” infographic to encourage units and managers to promote rewards and recognition activities within their unit. This infographic suggested high impact, low-cost ways that unit-level managers and staff can incorporate rewards and recognition into their daily practices.

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1 “Motivating People: Getting beyond Monday, 2009”

**Appendix C: 2017-18 USAC Annual Report**

**Appendix D: Rewards & Recognition Infographic**
Key Accomplishments

Building from the rewards and recognition work completed in 2018-19, Staff Affairs explored implementing a university-wide staff recognition program. The goal was to highlight employees that strive to bring out The Ohio State University best practices in others, someone who excels as an individual employee and team player and makes an impact in The Ohio State University community.

Staff Affairs researched current programs among various colleges and business units to ensure this program would be unique to the community. Through research and much discussion, Staff Affairs implemented a monthly **USAC Staff in the Spotlight**, in which communication efforts launched in December 2020. Each month, USAC makes a call for nominations from the University community to nominate a staff member that fulfills the key qualities, traits, and characteristics that demonstrate excellence and have an impact. Essentially, nominating a staff member who exemplifies going above and beyond.

Once a nomination is received, Staff Affairs members utilize a rubric to consistently evaluate the nominations based on answers to the following three questions:

- Why does the employee deserve to be a USAC Staff Spotlight?
- How does the nominee demonstrate excellence for The Ohio State University?
- What is the impact the employee has at The Ohio State University?

The two (2) individuals with the highest scores are selected to be featured as the current month’s **USAC Staff in the Spotlight**. However, before selected staff are notified, Staff Affairs confirms with partners in OHR that these staff members are in good standing within their roles and the university. Once confirmed, a brief ‘get to know you’ email is sent to the selected nominees in which answers will be used in the ‘Staff Spotlight’. The final recognition will be in the monthly **USAC Newsletter** as well as other University communications.

As of the beginning of April 2021, USAC is pleased that eighteen (18) nominations from across the university were received with four (4) staff members being spotlighted.
Next Steps
Each month, Staff Affairs will continue to work with communication partners to promote nominations of staff members specifically focusing on under-represented groups on campus and to ensure diversity is exhibited among nominations including roles within campuses/colleges/departments/units.

FLEXIBLE WORK REMOTE WORK

Background
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 inconsistently applied throughout the University. To address this gap, USAC and the President and Provost’s Council on Women (PPCW) began collaborations in Autumn 2018 which ultimately resulted in the creation of a **Flex Work Toolkit**, a valuable resource that managers and employees can utilize when having conversations around flex work. The toolkit is housed on the USAC website and includes the following resources:

- Flex Work Power Point, to provide an overview of the policy
- Flex Work Scenarios, to help employees better understand the possible application of the policy to their specific situations
- “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

Key Accomplishments
In 2020, COVID-19 impacted the University community and current in-person work settings shifted to an online platform. Staff Affairs and PPCW continued collaboration on the **Flexible Work Toolkit** by taking a deeper dive into the flexible work opening statement to include additional language to support remote work and job share.

Previously, the flexible work opening statement on the USAC website stated:

Flexible work arrangements are becoming part of a modern work environment. Ohio State University currently has a Flexible Work policy (6.12) that allows employees to propose a flexible work arrangement. Colleges and units across campus have successfully navigated integrating flexible work into their workplace culture.
Workplace flexibility provides a way to successfully manage people, time, space and workload. Studies have shown that flexible work arrangements can increase productivity, employee engagement and improve work-life balance.

With continued partnership with PPCW, the flexible work opening statement on the USAC website now states:

Flexible work arrangements are part of a modern work environment. Ohio State University currently has a Flexible Work policy (6.12) that allows employees to propose a flexible work arrangement that meets their personal needs and the needs of their employing unit. Colleges and units across campus have successfully navigated integrating flexible work into their workplace culture. Workplace flexibility provides a way to successfully manage people, time, space, and workload and helps recruit and retain our valuable employees. Studies have shown that flexible work arrangements can improve productivity, employee engagement and work-life balance. Examples of “flex work,” include, but are not limited to, the following arrangements:

- A **telework agreement** or remote work agreement is used when some or all work hours are completed at the individual’s home or other alternative remote environment. Employees are expected to maintain their regular work schedule as if they were working from their primary assigned working location.
- A **flexible work agreement** is used when an employee has requested a workplace or schedule modification. Examples include working four 10-hour days or changing standard hours in order to take a class.
- A job share arrangement is used to allow two employees to work part-time to create a full-time job, sharing job responsibilities.

**Next Steps**
Continue to promote the Flexible Work Toolkit and encourage leadership to think about the possibilities and benefits of remote work.

**STAFF OMBUDSMAN**

**Key Accomplishments**
Given the changing environment across the University, Staff Affairs explored the concept through extensive research and benchmarking across various Big Ten and peer institutions around the creation of a Staff Ombudsman position at The Ohio State University. The role of an ombudsman is to receive grievances, apprehensions, and/or inquiries that could vary around a variety of topics such as indiscretions, discrimination, workplace climate, career progression issues and/or broader university problems, while providing the upmost form of confidentiality. The ombudsman would serve as an independent resource and objective mediator to staff by interpreting university policies and identifying available resources.
The Office of Human Resources and the Office of Institutional Equity are more formal channels for staff to engage; however, staff may feel apprehensive in approaching these offices and prefer a more confidential informal conversation with a neutral party for counsel and recommendations. With the creation of the Office of Ombuds Services at The Ohio State University, faculty and graduate and professional students have a dedicated ombudsman serving in this role to help bring emerging trends from issues brought to their attention to university leadership; however, staff do not have a dedicated ombudsman to facilitate this same type of service.

**Appendix F: Ombudsman Benchmarking**

**Next Steps**
Continue to conduct research and benchmarking across peer institutions and encourage university leadership regarding the need for a Staff Ombudsman position within the Office of Ombuds Services so that faculty, staff and students are represented fairly and appropriately.
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 2020-2021 Governance priorities and focus areas for the year:

- **Staff Career Development Grant Program and Staff Career Manager Program**: In collaboration with the University’s Office of Human Resources (OHR), continue to implement the grant program to positively impact staff and their professional development during the COVID-19 pandemic;
- **Staff Senator Selection Process**: Continue to facilitate and plan the application, interviewing, and selection of staff candidates to the University Staff Senator role for the upcoming academic year;
- **External and Senate Committee Appointments**: Ensure that staff across the university are provided the opportunity to serve on a variety of University and Senate committees to highlight and develop their expertise and knowledge on a specific area of the university;
- **Bylaw and Operations Manual Review and Updates**: Oversee and lead the bylaw and operations manual review process as required by current USAC bylaw language;
- **USAC Support**: Continue to support the USAC Executive Committee and the USAC Subcommittees to achieve overall USAC goals.

<table>
<thead>
<tr>
<th>USAC Member Name</th>
<th>Staff Role</th>
<th>College/Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steven Blalock, Chair</td>
<td>IA Scholars Program Manager</td>
<td>College of Arts &amp; Sciences</td>
</tr>
<tr>
<td>Kate Blevins, Vice-Chair</td>
<td>IT Business Operations Manager</td>
<td>Med Ctr/IT Administration</td>
</tr>
<tr>
<td>Kynthia Droesch</td>
<td>Director, Academic Advising</td>
<td>College of Public Health</td>
</tr>
<tr>
<td>Jennifer Elliott</td>
<td>Sr Privacy Officer</td>
<td>Office of the CIO</td>
</tr>
<tr>
<td>Sherri Hall</td>
<td>Positions Control Manager</td>
<td>Health System Shared Services</td>
</tr>
</tbody>
</table>

**STAFF SENATOR SELECTION AND APPOINTMENT**

**Background**

In 2019, the Board of Trustees officially approved that five (5) voting staff members be added to University Senate to advocate for the needs and concerns of staff across the university. 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 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.

The Governance Subcommittee was responsible for developing the application, rubric and interview process of 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. Staff Senators opting for a two-year renewal would have to go through the application process again.
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 Accomplishments**

Due to COVID-19, the Staff Senator interview and selection process was conducted entirely online as to adhere to university policies on social distancing while valuing the health and safety of staff. Applicants were required to submit a completed application containing answers to identified questions in essay format along with a copy of their resume. The Governance Subcommittee reviewed and assessed all applications by utilizing a rubric while ensuring that there was a diversity of applicants, units and job positions represented. The final slate of candidates was presented to USAC membership to approve to move forward to conducting virtual interviews using Zoom technology.

Applicants invited to the virtual interview process were, as in the previous year, given a standard amount of time to provide a platform statement on what they would bring to the role as a Staff Senator and to outline their priorities and objectives. Following the platform statement, applicants were asked a series of questions from USAC members and a virtual vote via Qualtrics was taken at the end of the interviews. Once the Staff Senators were confirmed for the year, the Governance Subcommittee solicited applications for Staff Senators to serve on Senate Committees to deepen their involvement within University Senate operations. More information on those committees can be found in the Senate and External Committee Appointments section below. For the 2020-2021 academic year, the following staff senators are serving in the role:

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/College or Unit</th>
<th>Years of Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thomas Gessells</td>
<td>Director, Information Technology, OSU Health Plan</td>
<td>2019-2021</td>
</tr>
<tr>
<td>Lisa Mayhugh</td>
<td>Associate Director, Electroscience Lab, College of Engineering</td>
<td>2019-2021</td>
</tr>
<tr>
<td>Andrew Jordan</td>
<td>Manager, Strategy and Organizational Effectiveness, Office of Student Life – Recreational Sports</td>
<td>2020-2022</td>
</tr>
<tr>
<td>Courtney Sanders</td>
<td>Relationship Manager, Office of the Chief Information Officer</td>
<td>2020-2022</td>
</tr>
<tr>
<td>Alexander Thomas</td>
<td>Senior Academic Advisor, Department of Electrical and Computer Engineering, College of Engineering</td>
<td>2020-2022</td>
</tr>
</tbody>
</table>

The following staff members are serving in the staff senator alternate role for the 2020-2021 academic year:

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/College or Unit</th>
<th>Years of Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Megan Hasting</td>
<td>Program Manager, Professional Development Programs, John Glenn College of Public Affairs</td>
<td>2020-2021</td>
</tr>
<tr>
<td>Wil Turner</td>
<td>Athletic Trainer, Ohio State Athletics</td>
<td>2020-2021</td>
</tr>
</tbody>
</table>
The Staff Senator Update for the USAC Annual Report which can be found in Appendix G which highlights areas of focus as well as next steps for 2020-21.

Appendix G: Staff Senator Update for USAC Annual Report 2020-21

STAFF CAREER DEVELOPMENT GRANTS (SCDG)

Key Accomplishments

USAC, in collaboration with the Office of Human Resources (OHR), has continued to have a positive impact on the professional development of staff even amid COVID-19. For the 2020-21 academic year, USAC and OHR maintained both autumn and spring staff career grant cycles. Staff at the university and medical center were able to apply for a variety of opportunities, including online webinars, workshops, conferences, funds for equipment, software and materials, and other activities that support various aspects of the enterprise. The below tiered system recognizes individual and group application proposals and was adopted in July 2018 (FY19) after receiving approval of a funding increase of $50,000 annually to support staff professional development:

<table>
<thead>
<tr>
<th>SCDG</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>

USAC and OHR continued to review and score grant applications using a new online system in which OHR implemented in FY20. The Governance Subcommittee continued to work with both USAC membership and OHR to support both reviewers and applicants. New for the 2020-21 academic year, the Governance Subcommittee partnered with OHR on Thursday, March 18, 2021 to offer a live webinar to provide an overview of the grant application process, clarity related to any confusion or issues regarding the application process, provide best practices and tips on strengthening applications and to offer an opportunity for attendees to ask questions regarding the process. This webinar was recorded with thirty (30) staff members attending and will be available as a resource for future grant cycles on OHR’s Gateway to Learning website.

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:

- During the fall grant cycle (September 2021), OHR received 150 applications for the grants, with 60 applicants awarded funds which totaled $59,285.09 in funds awarded.
- Since October 2013, 3,259 applications have been submitted, with 900 grants awarded, totaling $941,607.66 since the start of the grant program.

The tiered funding approach which began in July 2018 (FY19 grant season) has been an attractive offering for group applicants.
Below are some statistics regarding the SCDG since 2014.
COVID-19 Impact

Due to the ongoing COVID-19 pandemic and the restrictions on travel and in-person gatherings, there has been a significant impact for the grant program and the recipients. During the January 2020 grant cycle, many grant recipients received extensions to use their funds and/or fund reallocations were granted. To date, over $6,500 has been forfeited due to the impact of COVID-19. For the September 2020 grant cycle, OHR received fewer applications, recipients, and funds awarded due to the absence of travel requests.

Below is a snapshot of data on the number of applicants, recipients, funds awarded, use of funds, and exceptions made due to COVID-19. Included is the July 2020 grant season as a reference for a typical non-COVID-19 grant cycle.

<table>
<thead>
<tr>
<th>Grant Season (FY)</th>
<th>JUL20</th>
<th>JAN20</th>
<th>SEP21</th>
</tr>
</thead>
<tbody>
<tr>
<td># of Applicants</td>
<td>265</td>
<td>287</td>
<td>150</td>
</tr>
<tr>
<td># of Recipients</td>
<td>79</td>
<td>80</td>
<td>60</td>
</tr>
<tr>
<td>Total Funds Awarded</td>
<td>$96,668.31</td>
<td>$96,460.39</td>
<td>$59,285.09</td>
</tr>
</tbody>
</table>

Use of Funds:

- **Classes, books, continuing education**: 17% 14% 32%
- **Local/national seminar or conference**: 59% 64% 20%
- **Membership or Certification**: 18% 21% 42%
- **Other (expenses toward professional dev.)**: 6% 1% 7%

% of Recipients Requesting Funds for Travel: 54% 65% 2%

COVID Impact as of February 1, 2021:

<table>
<thead>
<tr>
<th></th>
<th>Non-COVID</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extensions</td>
<td>4</td>
</tr>
<tr>
<td>Forfeits</td>
<td>6</td>
</tr>
<tr>
<td>No Change</td>
<td>69</td>
</tr>
<tr>
<td>Reallocations</td>
<td>0</td>
</tr>
<tr>
<td>Impact To Be Determined</td>
<td>0</td>
</tr>
</tbody>
</table>
Staff Manager Development Grants
The Staff Manager Development Grant Program supports staff in becoming better and more effective managers in their home units at the university. The grant program supports professional development activities up to $1,000 that are organized and sponsored by Ohio State that aligns with university values and initiatives. For FY20, fourteen (14) staff members received these funds. The below chart highlights statistics regarding the Staff Manager Development Grant since October 2014:
Coaching Services Program
Over the last several years, USAC and OHR have discussed ways in which to support staff professional development. For FY21, $100,000 has been allocated to a new Coaching Services Program to further support staff in their professional development and leadership skills. This virtual platform will allow selected staff up to six (6) coaching sessions to connect staff with coaches and gain access to leadership resources and tools that staff can utilize in their positions. The coaching sessions are valued at $1,250. Managers will work with their supervisors to identity an area or areas that the manager can build upon to achieve tangible results in their home unit.

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 was a delay in grant cycles. Because of this, special considerations continue to be provided to grant recipients impacted by COVID-19 with the likelihood that applicants are not able to complete their professional development opportunity. Flexibility and accommodations will continue to be a priority for both Governance and OHR to best support staff through their professional development at the university. Governance will also partner with OHR to update grant review materials, including the scoring rubric, training for USAC and OHR reviewers, and incorporating changes to the online application where possible.

USAC will continue working with OHR to increase awareness in units/campuses where Staff Career Development Grant (SCDG) application rates are traditionally low. Meanwhile, USAC will partner with OHR to roll out a Staff Coaching Service Program, a new initiative to revive the underutilized Staff Manager Development Grant (SDMG) by encouraging staff manager participation on this more customized and focused training program.

Appendix H: Staff Career Development Grant Analysis, 2020
Report Appendix I: Staff Development Grants FY2020/2021

USAC EXTERNAL COMMITTEE APPOINTMENTS

Key Accomplishments
For academic year 2020-21, six (6) current USAC members, seven (7) USAC alumni, two (2) staff senators and three (3) staff senator alumni* are appointed to eight (8) Senate and eight (8) University external subcommittees. Representatives actively engage in and contribute to discussions impacting staff, students, and faculty members in general. The below table is the current listing of external committee staff members.
External Committee Reach

In order to effectively advocate on behalf of staff, the work cannot be limited internally to USAC. USAC has the pleasure of appointing staff members to a variety of opportunities that span across the university which includes: University Senate committees, task forces, and committees related to large-scale University initiatives.

Current USAC appointees and 2020-2021 external committee highlights are reflected on pages 24-25.
During July 2020, USAC advocated for a USAC member to be added to the newly created Public Safety Advisory Committee (PSAC) which is within the Department of Public Safety.
PSAC’s goal is enhancing the safety and well-being of all members of the university community while discussing topics such as continuous operational improvement initiatives, safety notices, community outreach and engagement, training opportunities, compliance with best practices and regulations, etc.

During academic year 2020-21, staff concerns were voiced and feedback given for various discussions that included, but are not limited to:

- Return and transition from remote work back to in-person work due to COVID-19
- How to support staff through COVID-19 as it relates to wellness, work-life balance, supporting staff with children
- Assessing what other colleges and universities are doing to cope with COVID-19 on their respective campuses to better understand how Ohio State is doing in that space
- Providing feedback for improving campus safety notices sent after crimes are committed on campus and strategies for improving campus and community relations with the Ohio State Department of Public Safety
- Issues relating to the university's strategy of improving and enhancing diversity, equity, and inclusion in various areas (athletics, interactions with campus police, efforts to hire and support staff of color)
- Ongoing discussions on the recent implementation of Workday, Shared Values Initiative, Career Roadmap, and other large-scale university initiatives currently taking place

A strategic goal of USAC 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>
<th>USAC Representative</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Group Name</strong></td>
<td></td>
</tr>
<tr>
<td>Academic Transition Task Force</td>
<td>Stacey Houser</td>
</tr>
<tr>
<td>Action Collaborative Working Group</td>
<td>Chrissy Sprouse</td>
</tr>
<tr>
<td>Benchmarking and Long-Term Policy Workgroup</td>
<td>Kate Blevins, Stacey Houser</td>
</tr>
<tr>
<td>Benefits and Leave Workgroup</td>
<td>Chrissy Sprouse</td>
</tr>
<tr>
<td>Benefits Appeal Committee</td>
<td>Sherri Hall</td>
</tr>
<tr>
<td>Career Road Map Steering Committee</td>
<td>Chrissy Sprouse</td>
</tr>
<tr>
<td>Distinguished Staff Award Selection Committee</td>
<td>Laurel Van Dromme</td>
</tr>
<tr>
<td>Education for Citizenship</td>
<td>Chrissy Sprouse</td>
</tr>
<tr>
<td>Mitigating Rate Ad-Hoc Committee</td>
<td>Chrissy Sprouse</td>
</tr>
<tr>
<td>Orientation Revamp Committee for Medical Center and Campus</td>
<td>Kate Blevins</td>
</tr>
<tr>
<td>Shared Values Initiative Steering Committee</td>
<td>Chrissy Sprouse</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 are 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.

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 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 FY20-21, forty-three (43) applications were granted which totaled $40,257 paid to applicants. The primary reasons granted were as follows:

<table>
<thead>
<tr>
<th>Primary Reason</th>
<th>Number of Approvals</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY20</td>
</tr>
<tr>
<td>Death</td>
<td>2</td>
</tr>
<tr>
<td>Domestic Violence</td>
<td>3</td>
</tr>
<tr>
<td>Fire/Disaster</td>
<td>4</td>
</tr>
<tr>
<td>Housing Instability</td>
<td>4</td>
</tr>
<tr>
<td>Medical/Health Problem</td>
<td>11</td>
</tr>
<tr>
<td>Other</td>
<td>2</td>
</tr>
</tbody>
</table>

*Reflect data from 7/1/20 to 12/31/20

Next Steps
Continue promoting the Employee Assistance Program (EAP) and the Employee Emergency Fund (EEF) to ensure staff are aware of and utilizing these programs as needed. Due to the increase of grant amount, addition of housing instability and impacts from COVID-19, the EEF balance as of March 2021 is $19,742. USAC would like to continue monitoring this change 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.

Appendix J: EEF Applications Report Fiscal Year 2019-2020
Appendix K: EEF Applications Report Mid-Fiscal Year 2020-2021
The mission of the **Inclusive Excellence Subcommittee (IE)** is to promote inclusive excellence within USAC by integrating deliberate efforts and executing practices that support a more equitable and inclusive culture, and to establish partnerships across campus to promote equitable and inclusive initiatives that will enhance the staff experience.

<table>
<thead>
<tr>
<th>USAC Member Name</th>
<th>Staff Role</th>
<th>College/Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ferdinand Avila-Medina, Chair</td>
<td>Learning Specialist</td>
<td>Newark Campus</td>
</tr>
<tr>
<td>Annie Bingman, Vice-Chair</td>
<td>Interim Assistant Director</td>
<td>Student Life – Residence Life</td>
</tr>
<tr>
<td>Courtney Gandy</td>
<td>Admissions Counselor</td>
<td>Lima Campus</td>
</tr>
<tr>
<td>Danielle Jennings</td>
<td>HR Consultant</td>
<td>Office of Human Resources</td>
</tr>
<tr>
<td>Brittany Savko</td>
<td>Sr Program Coordinator</td>
<td>Office of Student Academic Success</td>
</tr>
<tr>
<td>Patrick Weeks</td>
<td>Assoc. Med Center Buyer</td>
<td>Wexner Medical Center</td>
</tr>
</tbody>
</table>

On June 10, 2020, in response to the tragic deaths of George Floyd, Ahmaud Arbery, Breonna Taylor and many other black and brown people as a result of institutional racism, The Ohio State University’s 15th President, Michael V. Drake, announced the creation of the Task Force on Racism and Racial Inequities, which is co-chaired by James L. Moore, III, Vice Provost for Diversity and Inclusion and Chief Diversity Officer and Tom Gregoire, Dean of the College of Social Work. While the task force continues to make progress towards their final report and recommendations, USAC’s Inclusive Excellence Subcommittee has been actively engaged in initiatives consistent with the main charge of the task force, in particular:

- Hosting inclusive, candid conversations that actively engage our community on the topic of racism and racial inequities at our university
- Identify institutional processes, policies, practices, programs and positions that contribute to inequities and differential outcomes for specific racial groups at our university
- Identify current practices that contribute to eliminating racism and racial inequities at Ohio State

**Partnerships**

IE strengthened the relationships with university partners to align USAC’s mission and goals with those of other university stakeholders. At the beginning of the academic year, meetings occurred with Russell Hassan, Chair of the University Senate Diversity Committee to discuss common areas of interest and advocacy, which included the impact of COVID-19 among faculty and staff, particularly in racially minoritized populations; 2020 Presidential election and prospects of violence on campus, as well as policy changes across the university such as the creation of the Furlough Policy. Also, IE has actively partnered and advocated for inclusive excellence practices with various Staff Advisory Committees (SACs), Employee Resource Groups (ERGs) and more specifically the Diversity Leaders Council under the Office of Diversity and Inclusion.
Partnerships are not limited to external constituents to USAC. IE is also collaborating with other USAC subcommittees and taskforces to promote a more inclusive and diverse environment. For example, this year, IE completed a 5-year review of USAC’s membership applications to assess areas of improvement in membership recruitment. The analysis, which highlighted applicant years of service, appointment type, campus, and college/unit represented, will help USAC understand the backgrounds of applicants and inform recruitment strategies for the upcoming year to ensure diversity and representation amongst the staff population at Ohio State.

Appendix L: Historical USAC Application Review 2015-2020

Equity Talk, Equity Walk
On December 9, 2020 and January 27, 2021, USAC invited Dr. Jacquelyn Meshelemiah, Associate Vice Provost within the Office of Diversity and Inclusion to a business meeting to host a discussion within USAC to provide first-generation equity practitioners tools and resources needed to engage in transformational change. Amongst other areas, USAC gained insightful knowledge on how to align strategic priorities with Diversity, Equity and Inclusion (DEI) initiatives and how to develop data-driven strategic planning that results in meaningful diversity action plans. Through the Equity Talk, Equity Walk conversation, IE was able to embed within USAC the concept of equity-mindedness: the mode of thinking in which practitioners assess their own radicalized assumptions, acknowledge their lack of knowledge in the history of race and racism, and take responsibility for the success of historically underserved and minoritized groups.

Employee Resource Group (ERG) Initiative
Background
In the Winter of 2019-20, in coordination with the Office of Human Resources (OHR), IE conducted a survey to learn more about Employee Resource Groups (ERGs) at Ohio State. The objective was to develop a better understanding of ERGs existing across the university, including their membership size, funding models, events/programming, and resources to promote consistency and partnerships between diverse constituents. From this survey, twelve (12) ERGs were identified from a total of twenty-one (21) responses. IE subcommittee members then held follow-up phone conversations with identified ERG leaders to learn more about each group.

Appendix M: ERG Conversation Survey Results

Key Accomplishments
During 2020-21, IE hosted the first ERG Summit bringing together employee resource, networking, and affinity group leaders across Ohio State (including all academic campuses and the Wexner Medical Center) on October 8, 2020. Hosted in partnership with Nina Brooks, Diversity and Inclusion Consultant in the Office of Human Resources (OHR), this one-hour session focused on getting to know fellow leaders of ERGs, networking, and affinity groups, while sharing best practices and discussing the staff experience.
After a successful first meeting, it was determined USAC would host bi-monthly gatherings for continued networking and dialogue amongst peers. Meetings were held in December, February, and April with conversations that stemmed a variety of topics, including but not limited to, group establishment and history, successes and challenges, programming, group leadership and structure, sponsorship/leadership support, and meeting cadence. Another topic discussed is the value of ERGs to the organization – from involvement in policy review and creation to leveraging ERGs in the talent space (recruiting, hiring, retention); ERGs can be a strategic resource to the enterprise.

Next Steps
Several discussions during the bi-monthly gathering events have led to next step initiatives. A retreat was proposed and will take place during Summer 2021, introducing ERG leaders in-person continuing conversations and potentially hearing from executive leaders and OHR, as well as developing a collective long-term agenda. Additionally, IE continues to partner with Nina Brooks to create and publish general guidance documentation for the creation and management of new ERGs. Peers recently provided helpful information to an ERG leader whose organization is newly established and growing, and a resource sheet may be beneficial resource to future staff who wish to form such a group. IE is planning to propose this guidance documentation, as well as a list of existing ERGs, be added to the USAC website.

Pride and Ownership Conversations
There are multiple conversations and initiatives on racism, equity and social justice happening at The Ohio State University. However, not all conversations target the particular realities of staff. To address this need, IE proposed and is developing a new series of conversations called Pride and Ownership DEI conversations. The Pride and Ownership conversations are recorded, short and informal dialogues with college deans and academic leaders intended to expand the understanding of the many DEI efforts happening across the university and their impact on staff. These short conversations will be hosted via USAC's website accompanied by relevant statistics and documentation. The main objective of this project is to highlight DEI efforts with their challenges and successes while helping Ohio State achieve a strong and sustainable diverse, equitable and inclusive workplace. It should also serve as a catalyst for further and deeper discussions within the colleges and the Buckeye community at-large.
The mission of the Outreach & Engagement Subcommittee (O&E) is to coordinate USAC engagement with staff and senior leadership 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>Lauren Gannon Evans, Chair</td>
<td>Relationship Manager</td>
<td>Office of the CIO</td>
</tr>
<tr>
<td>Randall McKenzie, Vice-Chair</td>
<td>Interim Human Resources</td>
<td>University Libraries</td>
</tr>
<tr>
<td></td>
<td>Business Partner</td>
<td></td>
</tr>
<tr>
<td>Elizabeth Hosket</td>
<td>Business Manager</td>
<td>Health System Shared Svcs</td>
</tr>
<tr>
<td>Emily Kelley</td>
<td>Assoc Director, Prospect Develop.</td>
<td>Office of Advancement</td>
</tr>
<tr>
<td>Drew Miller</td>
<td>Sr Business Operations Analyst</td>
<td>Clinical Engineering</td>
</tr>
<tr>
<td>Debbie Pond</td>
<td>FAME Program Manager</td>
<td>College of Medicine</td>
</tr>
<tr>
<td>Katie Watkins</td>
<td>Program Director, UGrad Studies</td>
<td>College of Pharmacy</td>
</tr>
</tbody>
</table>

Thirty (30) members on USAC hold 290 years of collective University service demonstrating dedicated and accumulated knowledge to provide the best experience for staff, faculty, students and other constituents on a daily basis. Throughout FY21, the strategic goal of the Outreach and Engagement Subcommittee was to create meaningful and authentic virtual engagement opportunities for staff that complies with standards and best practices as maintained by the University in regards to COVID-19. This shift in engagement was the focus of the subcommittee’s work, knowing that the way USAC typically hosted events and connected with staff would not be feasible this year.

Additionally, USAC recognized the importance of facilitating a culture of availability and transparency, especially during this unprecedented time, coupled with the transformation occurring within the University during this time of organizational, procedural, budgetary and leadership change. The outreach highlighted below details the work carried out by O&E to maintain USAC’s support of staff and the great work being conducted on behalf of the University, while also providing an avenue for updates and conversations with USAC and a place for dialogue and discussion with University leaders.

**Staff and Faculty Appreciation Week**

In collaboration with the Office of Human Resources (OHR), USAC supported Staff and Faculty Appreciation Week, July 27-31, 2020. USAC members contacted over seventy (70) local businesses, near the University District, to partner in offering promotions to university staff and faculty.

**Stuff the Backpack Event in support of Columbus City Schools and NBC4**

During the month of August, USAC hosted the annual Stuff the Backpack school supply drive in conjunction with NBC4 city-wide drive. This year, USAC promoted Stuff the Backpack as a virtual school supply drive to the university community. Information on how to donate was shared in the USAC monthly newsletter, USAC social media channels, and OnCampus Today. Every $10 donation provided a backpack of essential supplies to one (1) student.
Conversation with Leadership Series
On Thursday, October 29, 2020, the Conversation with HR Leadership was held virtually via Zoom and included the following panelist:

- Susan Basso, Former Senior Vice President of Talent, Culture and Human Resources
- Alison Mincey, Senior Associate Vice President Human Resources, Wexner Medical Center
- Lin Hillis, Associate Vice President, Talent, Leadership and Diversity
- Kim Shumate, Associate Vice President, Strategic Initiatives

Topics covered included several university-wide initiatives of staff concern, including: Career Roadmap, Workday implementation; HR Service Delivery, and support of flexible/remote work. There were 461 registrants and 393 attendees.

USAC hosted a new Conversation with Leadership programming in 2020, the Diversity and Inclusion Conversation which was held virtually via Zoom on Tuesday, November 17, 2020. The conversation was facilitated and moderated by James L. Moore, III, Vice Provost for Diversity and Inclusion and Chief Diversity Officer and included the following panelist:

- Bruce McPheron, Executive Vice President and Provost
- Harold L. Paz, Executive Vice President and Chancellor for Health Affairs
- Tom Gregoire, Dean of the College of Social Work
- Susan Basso, Former Senior Vice President of Talent, Culture and Human Resources
- Autumn Glover, Government Affairs and Community Relations Consultant

This is the first time USAC hosted this array of leadership on a panel discussion in front of staff. The conversation focused on diversity, equity, and inclusion topics of interest for staff, and how staff can have impact in these important areas. USAC received positive feedback and requests for continued discussion from leadership and staff as diversity and inclusion is an ongoing topic. There were 294 registrants and 207 attendees. A follow-up Diversity and Inclusion Conversation hosted again by Dr. James L. Moore, III is scheduled for Tuesday, June 8, 2021, and will feature staff on the panel discussion. Moving forward, USAC’s goal is to host a Conversation event around Diversity and Inclusion twice a year.

On Wednesday, March 10, 2021, USAC hosted the Conversation with the President virtually via Zoom. This was the first opportunity for staff to engage with The Ohio State University’s 16th President, Kristina M. Johnson, PhD. The purpose of this event was to provide an opportunity for staff to hear directly from President Johnson on her mission, vision and focus for the University. Topics of interest to staff were gathered prior to the conversation and included: plans on returning to campus for staff, financial updates including the Annual Merit Compensation Process (AMCP) and the role of staff at the University and within the State of the University Address. There were 480 registrants and 446 attending.
USAC Wellness Series Programming
In an effort to support the staff community, USAC partnered with various constituents across the University such as the Employee Assistance Program (EAP), Ohio State Health Plan and Your Plan for Health (YP4H) on various topics of interest to staff to provide assistance in an environment where times are challenging. Webinars and topics included:

- In partnership with the EAP, **Parenting in the Time of COVID** was offered on Friday, September 18, 2020. There were 96 registrants and 57 attendees.
- In partnership with the Ohio State Health Plan and Your Plan for Health, **Is Health Coaching for Me?** was offered on Thursday, October 8, 2020. There were 36 registrants and 32 attendees.
- In partnership with the EAP, **Preventing Burnout** was offered on Thursday, November 12, 2020. There were 137 registrants and 87 attendees.
- In December 2020, USAC created a self-guided resource for **Surviving the Anxieties Related to COVID**. The resource provided health and wellness tools, and debunks common myths related to COVID-19.

Throughout 2021, USAC continued to promote Wellness events offered through campus partners such as Your Plan for Health, EAP, and Buckeye Wellness which include:

- **Movement and Mindfulness Mondays.** No registration is required, and all sessions are hosted live on Buckeye Wellness Facebook and Twitter.
- Webinars from the EAP including: **Mental Health Awareness for Managers** and **Parenting in the time of COVID** in February, and **Stress Management and Self-care** in March.

![2020 - 2021 Staff Engagement Total: 1466](image)
Ohio State Kindness Campaign Collaboration
In Spring 2021, members of the O&E subcommittee began conversations with Tracy Stuck, Program Director, and Kristin Smith, Relationship Manager, both within the Office of Student Life. With the support of a grant through the Columbus Foundation, Tracy and Kristin are responsible for the coordination of Kindness initiatives on campus. The initial meeting entailed learning more about the Kindness Committee and engagement within the campus community in addition to brainstorming ways in which these initiatives could specifically benefit staff.

Next Steps
Although, currently, in the initial stage of forming this partnership, ideas that have surfaced include:

- USAC members serving as judges for the #BeKind Instagram wall contest
- USAC and staff participation in community service projects
- Promoting and participating in sending Kindness emails
- Creation of a pop-up Kindness table that will provide staff with the opportunity to be kind to themselves and take a break with mental health/relaxation

Through this new partnership, USAC was able to distribute Be Kind masks to USAC members and Staff Senators to not only keep everyone safe during COVID-19 but serve as a friendly reminder to always act with kindness towards others. USAC is looking forward to the continued partnership with the Kindness team in order to incorporate the staff community into this important initiative.

Local and Regional Staff Engagement
As in prior years, USAC continued focused engagement with local and regional Staff Advisory Committees (SACs), with presentations to seventeen (17) staff advisory groups over both autumn and spring semesters:

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<tr>
<th>Staff Advisory Committees</th>
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<tr>
<td>Blackwell Leadership Team</td>
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<tr>
<td>College of Arts and Sciences</td>
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<td>College of Dentistry</td>
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<td>College of Engineering</td>
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<td>College of Law</td>
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<td>College of Nursing</td>
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During the autumn semester engagements, USAC shared the mission and structure of the committee, as well as strategic goals and university-wide initiatives for the year. Topics of staff interest and questions raised by SAC members included:

- Winter Recess implementation
- Supporting staff in flexible/remote work post-COVID
- Career Roadmap updates
In spring semester, USAC provided information on:

- Distinguished Staff Awards, Staff Career Development Grants and various Wellness Programs
- USAC hosted initiatives such as the USAC Staff in the Spotlight, Annual SAC Retreat, and the Conversation with Leadership Series with President Kristina M. Johnson
- Recruitment opportunities for University Staff Senators and USAC membership

The relationships formed with the SACs also allows USAC to get a pulse of staff concerns, morale, and ideas within each unit. This also provides an insight to ensure USAC’s initiatives for the year are in alignment to enhance the staff experience.

While meeting with leadership throughout the course of the year, USAC continuously discusses morale, culture and needs of staff. Many leaders in units without a SAC have started having discussions around the creation of a formal body of staff to help support and advocate for staff within their perspective units. Conversations with Gene Smith, Senior Vice President and Wolfe Foundation Endowed Athletics Director have led to the creation of the Department of Athletics SAC. USAC is honored to be a part of these conversations with leaders and the value staff add to the culture within each unit.
Wellness Task Force
USAC Chair, Chrissy Sprouse, appointed the Wellness Task Force in October 2020, in response to a request by Dr. Bernadette Melnyk, Chief Wellness Officer and Dean of the College of Nursing. Dean Melnyk asked that USAC help identify and break down barriers that prevent staff from engaging with wellness programming, and to support staff in their continued wellness journey. The task force was charged with creating a Wellness Toolkit that would equip staff with resources to promote wellness engagement at work. The task force was also asked to recommend a way to permanently incorporate wellness within the existing USAC structure.

<table>
<thead>
<tr>
<th>USAC Member Name</th>
<th>Staff Role</th>
<th>College/Unit</th>
</tr>
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<tbody>
<tr>
<td>Randall McKenzie, Chair</td>
<td>HR Consultant</td>
<td>University Libraries</td>
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<tr>
<td>Brittany Crall</td>
<td>Business Manager 2</td>
<td>Office of Student Life</td>
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<tr>
<td>Debbie Pond</td>
<td>FAME Program Manager</td>
<td>College of Medicine</td>
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Wellness Toolkit
Key Accomplishments
In creating the Wellness Toolkit, the task force collaborated with various constituents across the university and Medical Center which included:

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<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Department/Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>MJ Abell</td>
<td>Talent Management Sr. Analyst</td>
<td>Office of Human Resources</td>
</tr>
<tr>
<td>Kym Adkins</td>
<td>Talent Management Sr. Analyst</td>
<td>Office of Human Resources</td>
</tr>
<tr>
<td>Lauren Battista</td>
<td>Wellness Program Manager</td>
<td>College of Nursing</td>
</tr>
<tr>
<td>Stefanie Morrow</td>
<td>Director of Wellness and Coaching</td>
<td>OSU Health Plan</td>
</tr>
<tr>
<td>Carolyne Starling</td>
<td>Program Coordinator</td>
<td>OSU Health Plan</td>
</tr>
<tr>
<td>Melissa Walters</td>
<td>Wellness Benefits Consultant</td>
<td>Office of Human Resources</td>
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</table>

While work is ongoing, the task force has drafted a three-part Wellness Toolkit that includes resources for staff, resources for managers and leaders, and a testimonial video. The Guide for Investing in Your Well-being provides tips for staff advocating for flexibility to better engage with wellness programming. The intent is to equip staff for conversations with their manager about incorporating wellness into their workday. Also provided are sample activities for physical, mental, and career/intellectual wellness, and a list of campus wellness resources in one place. A downloadable wellness poster will be available with tips for staff engagement in regards to wellness at work.
The **Supporting Employee Well-being** guide is geared toward managers and leaders and provides links to articles that demonstrate the value of supporting employee wellness, suggests ways to support employees on their wellness journey, and provides ideas for incorporating wellness into a team environment. The guide also specifically references supporting employee mental health. To supplement the employee and manager resources, the task force is working to create a short testimonial video. Featuring managers and staff from across campus, the video will highlight how managers have successfully supported staff wellness and the return on investment in supporting their wellness journey.

In collaboration with the Buckeye Wellness team, the Wellness Toolkit will be hosted on the Health and Wellness website. This is the university’s central website for health and wellness. Hosting the resources on this site would make them easily accessible to all employees at Ohio State, and allow them to be continually updated by the Buckeye Wellness team in partnership with USAC. The USAC website would also link to the toolkit website. The resources would be utilized for leadership training sessions that are facilitated by Buckeye Wellness. The Change Management and Communications working group within the Office of Human Resources’ Campus Reactivation Task Force have also expressed interest in incorporating the Wellness Toolkit resources in return to campus communication materials.

**Wellness within USAC Structure**

The Wellness Task Force recommended adding wellness into the USAC bylaws and integrating wellness into the strategic goals of each subcommittee. This approach would ensure wellness is permanently incorporated into the USAC structure and gives equal ownership to all members of the committee. In this model the power of USAC’s advocacy is greatly increased because there would be focus on aspects of wellness that would be lost if limited to only one subcommittee. Suggestions for each subcommittee include:

- **Governance:** Examining and revising the USAC bylaws and governing documents to include a focus on wellness and encouraging wellness practices such as standing or movement in meetings. The committee would also be responsible for holding USAC accountable to wellness standards.
- **Staff Affairs:** Advocating for policy changes that impact staff wellness. This could include the permanent addition of mental health or wellness days in the sick leave usage policy, or changes to the vacation policy that would include a cash-out option for staff facing a hardship.
- **Inclusive Excellence:** Reviewing current wellness programming across campus for equity and diversity. The committee would make recommendations to improve access to wellness and the inclusion of diversity-focused wellness programming.
- **Outreach and Engagement:** Promoting university wellness programming using USAC’s communication channels. The committee would partner with talent management to maintain, update, and expand the wellness toolkit.
Partnerships with University Leaders

President's Cabinet

President
Kristina M. Johnson
Engagement
Quarterly
Top Discussion Points
OSU Strategic Plan, USAC Overview/Initiatives, COVID-19 Impacts, University Climate, Staff Concerns

Executive Vice President and Provost
Bruce McPherson
Engagement
Quarterly
Top Discussion Points
OSU Strategic Plan, COVID-19 Impacts, Shared Governance, University Climate, Staff Concerns

Senior Advisor to the President; Interim Senior Vice President for Talent, Culture and Human Resources
Paul Patton
Engagement
Quarterly
Top Discussion Points
USAC Overview/Initiatives, COVID-19 Impacts, University Climate, Staff Concerns

Senior VP & CFO
Mike Papadakis
Engagement
Semi-Annually
Top Discussion Points
COVID-19 Impacts, Career Roadmap, University Climate, Staff Concerns

Senior Vice President, Administration & Planning
Jay Kasey
Engagement
Quarterly
Top Discussion Points
CTPP3, Capital Projects, Task Force on Community Safety and Well-Being, University Climate, Staff Concerns

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

Senior Vice President for Advancement
Michael C. Eicher
Engagement
Annually
Top Discussion Points
USAC Overview/Initiatives, Advancement Initiatives, COVID-19 Impacts, University Climate, Staff Concerns

Vice President for Government Affairs
Stacy Rastauskas Bretherton
Engagement
Annually
Top Discussion Points
Election and Government Affairs Impacts to Staff, University Climate, Staff Concerns

Senior Vice President and General Counsel
Anne Garcia
Engagement
Annually
Top Discussion Points
USAC Business Operations

Senior Vice President and Wolfe Foundation Endowed Athletics Director
Gene Smith
Engagement
Annually
Top Discussion Points
Athletics Staff Engagement, COVID-19 Impacts, University Climate, Staff Concerns

Chief of Staff, Office of the President
JR Blackburn
Engagement
Continuous
Top Discussion Points
USAC Overview/Initiatives, COVID-19 Impacts, University Climate, Staff Concerns

Deputy Chief of Staff, Office of the President
Sarah Bohman
Engagement
Continuous
Top Discussion Points
USAC Overview/Initiatives, COVID-19 Impacts, University Climate, Staff Concerns
Partnerships with University Leaders

University Leadership

Chief Wellness Officer
Bernadette Melnyk
Engagement
Semi-Annually
Top Discussion Points
Health & Wellness, University Climate, Staff Concerns

Vice Provost and Chief Diversity Officer
James L. Moore, III
Engagement
Quarterly
Top Discussion Points
Diversity and Inclusion, Task Force on Racism & Racial Inequities, University Climate, Staff Concerns

Senior Associate Vice President Human Resources, Wexner Medical Center
Alison Mincey
Engagement
Quarterly
Top Discussion Points
HR Transformation, Employee Resource Center, University Climate, Staff Concerns

Associate Vice President Talent, Diversity and Leadership
Lin Hills
Engagement
Monthly
Top Discussion Points
Talent, Diversity and Leadership Initiatives, Staff Leadership Forum, Staff Professional Development, University Climate, Staff Concerns

Dean and Director of Ohio State Marion and Executive Dean of the Regional Campus Cluster
Greg Rose
Engagement
Annually
Top Discussion Points
Extended Campus Engagement, University Climate, Staff Concerns

Senior Vice Provost
Kay Wolf
Engagement
Annually
Top Discussion Points
Shared Governance, Dean's Review Reappointment

Assistant Vice President for Administration and Planning
Amy Burgess
Engagement
Quarterly
Top Discussion Points
CTPP3, Capital Projects, Task Force on Community Safety and Well-Being, University Climate, Staff Concerns

Senior Associate Vice President HR, Chief of Staff
Angie Trunzo
Engagement
Continuous
Top Discussion Points
USAC Overview/Initiatives, COVID-19 Impacts, University Climate, Staff Concerns

Executive Director, Wexner Center for the Arts
Johanna Burton
Engagement
Annually
Top Discussion Points
USAC Overview/Initiatives, Wexner Center for the Arts Engagement

Director of Education and Engagement and Interim Title IX Coordinator
Molly Pierano
Engagement
Bi-Annually
Top Discussion Points
Office of Institutional Equity Initiatives, Affirmative Action, Title IX, Equity, Staff Concerns

Fmr. Senior Vice President Talent, Culture & Human Resources
Susan Basso
Engagement
Monthly
Top Discussion Points
HR Strategic Plan, HR Transformation, Career Roadmap, Gender Pay Equity

Fmr. Associate Vice President for the Office of Institutional Equity
Kathy Lasher
Engagement
Annually
Top Discussion Points
Affirmative Action, Title IX, Staff Concerns
Partnerships with University Initiatives

President and Provost's Council on Women (PPCW)

- Kristen Cole, Chair
- Bella Mehta, Former Chair

Engagement
- Continuous

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

Faculty Leadership

- Ben Givens, Senate Secretary
- Susan Cole, Faculty Council Chair
- Amy Darragh, Steering Committee Chair
- Ken Lee, Faculty Council Chair-Elect

Engagement
- Continuous

Top Discussion Points
- University Senate and Shared Governance

Enterprise Project

- Gates Garrity-Rokous, Vice President and Chief Compliance Officer for the Office of University Compliance and Integrity
- Tracey Pawlowski, Associate Product Manager/Owner - HR
- Janis Wolens, Marketing/Communications Program Manager

Engagement
- Continuous

Top Discussion Points
- Workday Implementation, Change Management

Shared Values

- Kim Potter, Director of Policy and Engagement

Engagement
- Continuous

Top Discussion Points
- Shared Values Initiative

HR Transformation

- Rob Prisbrey, Compensation Principal Consultant

Engagement
- Continuous

Top Discussion Points
- Career Roadmap Planning and Progress, Staff Experience

OHR Learning and Development

- Erica Banta, Associate Director, Talent Management
- Nina Brooks, Diversity & Inclusion Consultant

Engagement
- Continuous

Top Discussion Points
- Staff Career Development Grants, Staff Experience, Implicit Bias
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<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Unit</th>
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<tbody>
<tr>
<td>Chrissy Sprouse, Chair</td>
<td>HR Consultant</td>
<td>Office of Human Resources/Academic Affairs</td>
</tr>
<tr>
<td>Steven Loborec, Chair Elect</td>
<td>Assistant Director, Pharmacy</td>
<td>Wexner Medical Center</td>
</tr>
<tr>
<td>Laurel Van Dromme, Vice-Chair Secretary/Treasurer</td>
<td>Chief of Partnerships/Projects</td>
<td>College of Nursing</td>
</tr>
<tr>
<td>Shea Ryan, Vice-Chair Communications</td>
<td>Coord – Recreational Sports</td>
<td>Student Life – Rec Sports</td>
</tr>
<tr>
<td>Steven Blalock, Chair</td>
<td>IA Scholars Planning Specialist</td>
<td>College of Arts &amp; Sciences</td>
</tr>
<tr>
<td>Kate Blevins, Vice-Chair</td>
<td>IT Business Operations Manager</td>
<td>Med Ctr/IT Administration</td>
</tr>
<tr>
<td>Kynthia Droesch</td>
<td>Director, Academic Advising</td>
<td>College of Public Health</td>
</tr>
<tr>
<td>Jennifer Elliott</td>
<td>Sr Privacy Officer</td>
<td>Office of the CIO</td>
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<tr>
<td>Sherri Hall</td>
<td>Positions Control Manager</td>
<td>Health System Shared Services</td>
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<tr>
<td>Ferdinand Avila-Medina, Chair</td>
<td>Learning Specialist</td>
<td>Newark Campus</td>
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<tr>
<td>Annie Bingman, Vice-Chair</td>
<td>Interim Assistant Director</td>
<td>Student Life – Residence Life</td>
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<tr>
<td>Courtney Gandy</td>
<td>Admissions Counselor</td>
<td>Lima Campus</td>
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<tr>
<td>Danielle Jennings</td>
<td>HR Consultant</td>
<td>Office of Human Resources</td>
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<tr>
<td>Brittany Savko</td>
<td>Sr Program Coordinator</td>
<td>Office of Student Academic Success</td>
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<tr>
<td>Patrick Weeks</td>
<td>Associate Med Center Buyer</td>
<td>Wexner Medical Center</td>
</tr>
<tr>
<td>Lauren Gannon Evans, Chair</td>
<td>Relationship Manager</td>
<td>Office of the CIO</td>
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<tr>
<td>Randall McKenzie, Vice-Chair</td>
<td>HR Consultant</td>
<td>University Libraries</td>
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<tr>
<td>Elizabeth Hosket</td>
<td>Office Manager</td>
<td>Health System Shared Services</td>
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<tr>
<td>Emily Kelley</td>
<td>Assoc Director, Prospect Develop.</td>
<td>Office of Advancement</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>Debbie Pond</td>
<td>FAME Program Manager</td>
<td>College of Medicine</td>
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<tr>
<td>Katie Watkins</td>
<td>Program Director, UGrad Studies</td>
<td>College of Pharmacy</td>
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<tr>
<td>Sandy Otis, Chair</td>
<td>Asset Business Analyst</td>
<td>Business &amp; Finance</td>
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<td>Stacey Houser, Vice-Chair</td>
<td>Sr Assoc Dir, Risk Mgmt &amp; Ins</td>
<td>Business &amp; Finance</td>
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<tr>
<td>Tina Bogac</td>
<td>Senior Director, EHS</td>
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<td>Brittany Crall</td>
<td>Business Manager 2</td>
<td>Office of Student Life</td>
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<td>Holly Davis</td>
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<td>Jacob Hollar</td>
<td>Associate Editor, Strategic</td>
<td>Office of Student Academic Success</td>
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<td>Faith Kline</td>
<td>Administrative Director</td>
<td>Comprehensive Cancer Ctr</td>
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<tr>
<td>Justin Lahmers</td>
<td>Quality Improvement Specialist</td>
<td>Office of Research</td>
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<tr>
<td>Brandon Gibbs, Ex-Officio</td>
<td>Employee &amp; Labor Relations Consultant</td>
<td>Office of Human Resources</td>
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