

THURSDAY, FEBRUARY 1, 2018
TALENT AND COMPENSATION COMMITTEE MEETING

W. G. Jurgensen
Janet B. Reid
Michael J. Gasser
Erin P. Hoefflinger
Hiroyuki Fujita
John W. Zeiger
Lydia A. Lancaster
Alex Shumate (*ex officio*)

Location: Longaberger Alumni House
Mount Leadership Room

Time: 8:00-9:45am

ITEMS FOR DISCUSSION

- | | |
|--|-------------|
| 1. <i>Human Resources Strategic Plan - Ms. Basso</i> | 8:00-8:20am |
| 2. <i>Review Board Purview List - Ms. Basso</i> | 8:20-8:25am |
| 3. <i>Key Critical Searches (verbal) - Ms. Basso</i> | 8:25-8:30am |

ITEMS FOR ACTION

- | | |
|----------------------------------|-------------|
| 4. Personnel Actions - Ms. Basso | 8:30-8:35am |
|----------------------------------|-------------|

Executive Session	8:35-9:45am
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THE OHIO STATE UNIVERSITY

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Strategic Plan 2018-2023 Overview

Delivering HR Excellence. Inspiring People. Leading Change.



Strategic Plan Roadmap

Task: Informed by institutional needs, national trends and internal conversations with stakeholders, develop a five year (2018-2023) HR strategic plan for the institution prioritizing focus areas and initiatives in support of Ohio State's Time and Change strategic plan and the recently renewed medical center strategic plan implemented in 2017.

Initiated October 2017

*Collaborative
engagement of:*

HR Executive Leadership,
HR Council,
Senior HR professionals,
and a diverse group of
managers, supervisors,
and subject matter
experts.

Reviewed with:

Board of Trustees,
President's Cabinet,
WMC Leadership,
Council of Deans,
Faculty Leaders,
Senior Business Officers,
Sr. Management Council,
USAC

*Final Socialization &
Implementation:*

Spring 2018

All HR Staff Forum
USAC Townhall





Strategic Scan – National & Regional Trends Shaping Our Environment

- Work Force Landscape in Higher Education
 - Rapidly evolving workplace trends; unpredictable
 - Challenging to attract, recruit and retain top talent
 - Increasing opportunity to embrace inclusivity
- Government Regulations and Compliance
 - Evolving Federal and State requirements
- Financial Challenges
 - Declining State subsidy revenue
 - Increasing cost of healthcare
 - Goal to reduce debt, improve affordability of education
- Technology
 - Increasing threat to security
 - Inconsistent data integrity
 - Rapidly evolving digital experience



THE OHIO STATE
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Mission: We provide proactive HR services and strategic solutions that create an environment inspiring pride, diversity and accountability, while also enabling faculty and staff to focus on the core mission of The Ohio State University.

Vision: We deliver the strategic talent and culture framework that drives employee inspiration, student success and global solutions.

Shared Values: Human Resources aligns with the university mission, vision and values and the university's strategic plan, Time and Change.



HR Strategic Plan (2018-2023)

Delivering HR Excellence. Inspiring People. Leading Change.

Three Strategic Focus Areas:

- HR Excellence
- Talent Management
- Total Rewards

Five Core Foundational Themes:

- Change Management
- Communication
- Compliance/Management of Risk
- Culture
- Diversity & Inclusion





HR Excellence	Talent Management	Total Rewards
<ul style="list-style-type: none">• Customer Service• HR Community of Practice• HR Service Delivery Model• Policy & Process• Systems Data & Operations• Transactional Efficacy	<ul style="list-style-type: none">• Employer Branding• Engagement• Onboarding• Performance Management• Professional & Leadership Development• Workforce Planning	<ul style="list-style-type: none">• Compensation & Classification Redesign• Executive & Physician Compensation• Health Care Benefits• Retirement Benefits• Well-Being
Change Management		
Communication		
Compliance/Management of Risk		
Culture		
Diversity & Inclusion		



HR Excellence

- Customer Service
- HR Community of Practice
- HR Service Delivery Model
- Systems Data & Operations
- Policy & Process
- Transactional Efficacy



Talent Management

- Employer Branding
- Engagement
- Onboarding
- Performance Management
- Professional & Leadership Development
- Workforce Planning



Total Rewards

- Compensation & Classification Redesign
- Executive & Physician Compensation
- Health Care Benefits
- Retirement Benefits
- Well-Being



Foundational Themes

Change Management

Communication

Compliance/Management of Risk

Culture

Diversity & Inclusion



HR Alignment with Institutional Strategic Imperatives											
Human Resources Deliverables	University Strategic Planning Themes					Medical Center Strategic Planning Themes					
	Teaching & Learning	Access, Affordability & Excellence	Research & Creative Expression	Academic Health Care	Operational Excellence & Resource Stewardship	Talent	Biomedical Discovery	Innovative Multi-Discipline Education	Health Care Delivery Model	Healthy Community	Stewardship
Talent Management	✓	✓	✓		✓	✓	✓	✓	✓		✓
HR Excellence	✓	✓			✓	✓	✓				✓
Total Rewards		✓	✓	✓	✓	✓			✓	✓	✓

* Subjective illustration of HR strategic focus alignment with institutional strategic imperatives, not intended to be inclusive nor exclusionary.



Next Steps

Stakeholder Group	Timing/Status
USAC	January 9
HR Forward Focus	January 12
President's Cabinet	January 22
WMC HR Leadership	January 24
Individual Dean & Leader Meetings	In progress
Council of Deans (COD)	April 11
Faculty Leaders	January 24
Board of Trustees	February 1
HR Leadership Meeting (SHRPs)	February 8
Senior Business Officers (SBOs)	March 13
Senior Management Council (SMC)	February 7
All HR Staff Community Forum	March/April
University-Wide Townhall (USAC event)	TBD



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*Delivering HR Excellence.
Inspiring People.
Leading Change.*



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The Ohio State University
Human Resources
2018-2023
Strategic Plan

Update – 01/12/18
Draft 12.0

**Draft Version Not for Distribution –
For Review Purposes Only**

Delivering HR Excellence. Inspiring People. Leading Change.



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A message from the Senior Vice President, Talent, Culture & Human Resources

The Human Resources strategic plan 2018-2023 reflects input from internal stakeholders and the collaborative effort of the HR executive leadership team, HR Council, senior HR professionals and a diverse group of HR managers, supervisors and subject matter experts. It also represents a collective desire to enhance the Ohio State experience for the approximately 40,000 faculty, staff and student employees across 6 campuses, 42 colleges/VP units and Wexner Medical Center as well as prospective employees.

Human Resources at Ohio State (2018-2023) will focus on three strategic focus areas:

- HR Excellence
- Talent Management
- Total Rewards

In addition to the strategic focus areas, we will continue to strengthen several foundational themes of the HR organization, which include Change Management, Communication, Compliance/Management of Risk, Culture and Diversity and Inclusion. These areas of focus along with the foundational themes align directly with Ohio State's [Strategic Plan Time and Change](#) and are very important to achieving the academic, medical and professional needs of future generations.

Human Resources serves a unique and pivotal role in ensuring stewardship of our people and creating the best workplace environment possible for the individuals at the core of what makes Ohio State one of the most respected institutions in the country, and in the world. It is a responsibility and indeed a privilege that we take seriously as HR professionals in contributing to the success of this great institution.

Strategic partnership with every college and unit leader is key to achieving the goals we have set for advancing our operations and towards strengthening our reputation as a workplace where every faculty, staff and student employee contributes their best work.

I share a strong commitment with the entire HR team to set a deliberate pace for prioritizing and delivering the initiatives of this plan. We will invest our resources to achieve the goals outlined. As new opportunities arise, we will consider those in alignment with the strategic focus areas and make decisions accordingly.

For more information about the breadth of professional [HR services](#) offered to Ohio State employees from recruiting, mitigating employment concerns, to offering affordable, quality benefits and fostering an ongoing culture of learning, I invite you to explore the Human Resources [website](#).

Regards,

Susan Basso

Senior Vice President
Talent, Culture & Human Resources



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Vision: We deliver the strategic talent and culture framework that drives employee inspiration, student success and global solutions.

Human Resources also aligns with the university [mission, vision and values](#) and the university's strategic plan [Time and Change](#).



Strategic Scan

National and regional trends influence the climate of Human Resources in higher education and encompass a wide range of stakeholder interests. In addition, state and federal laws create a complex legal and political framework in which employers operate. This combination of rapidly changing factors directly affect HR and the need to actively monitor and respond appropriately to be compliant as well as to effectively design for the future.

Work Force Landscape in Higher Education

Workplace trends in higher education long had predictable approaches to its faculty and staff workforce: Faculty were largely tenure-track, stayed at one institution their entire career and for the most part were devoted to research, teaching and service. Staff also tended to be long-time employees, and focused on traditional areas specific to student, business or alumni affairs.

Today faculty and staff are increasingly contingent and mobile across institutions and countries. Technology has altered the nature of on-campus work with increased automation and an increase in staffing around technology and infrastructure. As well, the unionization of various employee groups is a national trend. These shifts will continue to influence the overall campus experience, including innovation, research, teaching and learning.

Fostering an inclusive environment, one that embraces diversity, is also an important national trend. Facilitating conversation and ideations on the topic of diversity to move from learning and understanding to implementation of key strategies is the next step in advancing progress.

Talent management, including attracting, recruiting and retaining top talent to contribute their best work, is an ongoing HR challenge for employers globally as all compete to secure expertise and experience. A key component of retention is developing faculty and staff to elevate our organization and drive greater engagement. Additionally, there is an important HR role in leading change management to successfully implement and adapt to new policies and technology as the workplace continues to evolve.

Government Regulations and Compliance

Both federal and state government regulation, as well as other compliance requirements will continue to impact higher education. Over the past decade, Congress, the U.S. Department of Education and the State of Ohio have implemented mandates, reporting requirements and regulations with which higher education and medical institutions must comply. This is in addition to expectations from the Department of Labor, which all employers must legally adhere.

Financial Challenges

State subsidy revenue has declined in recent years and there is continued pressure on government revenue sources to improve student affordability and reduce debt of graduates.

The increasing cost of healthcare continues to impact benefit costs to both employers and employees as well as benefit design to help manage large increases in premiums. The continuing rise of pharmaceutical expense, higher utilization, chronic conditions and medical inflation are contributing factors. In addition to the rising costs of healthcare, there are increasing pressures to provide affordable and accessible care and coverage through narrow provider networks as well as the value-based reimbursement model of Medicare/Medicaid, which is important to health systems nationwide.

Technology

Information is a key resource for all enterprises. From the time data is created and shared to when it is destroyed, technology plays a significant role. Due to the volume of personal and institutional data managed by universities, higher education is susceptible to data breaches, phishing attempts, scams and threats that pose risk to consistently securing data.

The need for advanced technology and streamlined systems along with incident response plans are crucial to combat potential threats. Improvements to the data infrastructure will streamline processing, and improve reporting capabilities university-wide to influence data-driven decisions and importantly, revolutionize the employee experience through the transformation of business processes.

In summary, as universities feel the strong impact of the current economic environment, the need to support key organizational initiatives to transform the way we conduct business becomes critical. To meet this challenge, many higher education organizations have successfully moved to an HR shared services delivery environment.

Over time, the university has engaged internal and external experts to assess these trends along with evaluations of our HR service delivery model and have advised a move in the direction of more strategic HR coupled with effective, efficient and reliable transactional services.

The increased use of manager and employee self-service, coupled with powerful technology tools to make easier to use new features, excellent transactional services and dedicated strategic advisors collectively form the bridge to highly effective, next level HR excellence.

Strategic Focus Areas

Over the next five years, HR is committed to strengthening our capability in three strategic focus areas, HR Excellence, Talent Management and Total Rewards to advance the HR mission at Ohio State. We will also prioritize five core foundational elements key to the implementation and delivery of the plan, to include: Change Management; Communication; Compliance/Management of Risk; Culture; and, Diversity & Inclusion.

HR Excellence	Talent Management	Total Rewards
<ul style="list-style-type: none">• Customer Service• HR Community of Practice• HR Service Delivery Model• Policy & Process• Systems Data & Operations• Transactional Efficacy	<ul style="list-style-type: none">• Employer Branding• Engagement• Onboarding• Performance Management• Professional & Leadership Development• Workforce Planning	<ul style="list-style-type: none">• Compensation & Classification Redesign• Executive & Physician Compensation• Health Care Benefits• Retirement Benefits• Well-Being

Change Management
Communication
Compliance/Management of Risk
Culture
Diversity & Inclusion

*Action Steps & Foundational Themes listed in alphabetical order

In order to achieve the objectives for each of these areas, it will be imperative to develop the necessary tools, systems, processes and best practices to prepare HR professionals to anticipate and proactively address internal and external environmental changes.

Additionally, each strategic focus areas will develop a detailed roadmap for how to accomplish each of the action steps.

HR Excellence

Goal: Improve the employee experience through transformed HR core processes that deliver strategic HR services and transactional accuracy and efficiency.

Success Measure: A sustainable and fiscally responsible, high-performing HR model across the university and health system.

Action Steps:

Customer Service – Exceed stakeholder expectations through timely, accurate and excellent service.

HR Community of Practice – Advance the concept of a unified team of HR professionals that serve the institution broadly.

HR Service Delivery Model -- Implement a modern HR service delivery model to support the current and emerging workforce. Redefinition of the HR Partner role will provide strategic support and guidance for leadership across the institution.

Policy & Process – Define and implement best practice improvements that ensure the quality and usability of equitable policies, procedures and guidelines as well as ensure they keep pace with modern workforce trends.

Systems Data & Operations – Advance the use of technology and systems, including the [Enterprise Project](#) implementation of Workday and other enhancements to drive data informed decisions.

Transactional Efficacy – Ensure routine HR processes produce timely, reliable, consistent results for an excellent employee experience.

Talent Management

Goal: Attract, engage, and retain a dynamic and diverse workforce – targeting the right talent, developing the best performers, while ensuring a positive employee experience for everyone.

Success Measure: A high-functioning, institution-wide talent management approach aligned to a common set of principles that leads to increased recruitment and retention.

Action Steps:

Employer Branding – Create and communicate an employee value proposition that reflects Ohio State as an employer of choice for both passive and active job seekers.

Engagement – Cultivate a workplace where employees contribute their best work to advance their personal success and that of Ohio State. Measure workplace culture and engagement via faculty and staff assessments.

Onboarding – Create a consistent and standardized new hire orientation experience emphasizing the mission and values of the institution along with a focus on compliance expectations for all newly hired faculty and staff.

Performance Management – Create a common approach with a standard rating system that reflects a culture of individual and organizational accountability enabled by ongoing supervisor/manager feedback and dialogue.

Professional & Leadership Development – Advance comprehensive learning opportunities, inclusive of mentoring and training partnerships as part of an ongoing, regular cadence of programming utilizing in-person and online training programs that leads to the growth of employees.

Workforce Planning – Design a systematic process for identifying and addressing workforce needs to assess current resources, predict future resource needs and drive consistency.

Total Rewards

Goal: Ensure competitive Total Rewards while balancing fiscal responsibility.

Success Measure: A full suite of high quality and affordable health care, wellness and retirement benefits delivered in partnership with strong vendors and our academic medical center.

Action Steps:

Compensation & Classification – Create a comprehensive pay structure and job family model to ensure equitable and consistent [compensation](#) practices for staff that align with the Workday framework implementation.

Executive & Physician Compensation – Continue to advance consistent management of compensation guidelines and philosophies that drive key performance results.

Health Care Benefits – Deliver high quality, affordable [medical plans](#) for employees and their families; through utilization of an accountable care model in partnership with our academic medical center.

Retirement Benefits – Administer and design consistent, consolidated and compliant [retirement programs](#) that provide meaningful choice for long-term savings and benefits.

Well-Being – Provide opportunities for employees and their dependents to improve and sustain their overall well-being consistent with the [One University Health and Wellness Strategic Plan](#).

Foundational Themes

Each of the core foundational elements listed below are key to the implementation and delivery of the strategic focus areas of the plan, and will be critical to our long-term success.

- Change Management – Approach change in a deliberate and structured manner to ensure efforts are thoroughly and smoothly implemented; and, lasting benefits are achieved and sustained.
- Communication – Commit to transparent, timely and authentic communications and provide opportunities for feedback.
- Compliance/Management of Risk – Appropriately monitor and manage risk of both individual and organizational compliance.
- Culture – Promote a culture that supports a respectful and collaborative workplace environment consistent with university values.
- Diversity & Inclusion – Champion the understanding that diversity and inclusion are essential components of our excellence.

HR Alignment with Institutional Strategic Imperatives

Human Resources Deliverables	University Strategic Planning Themes					Medical Center Strategic Planning Themes					
	Teaching & Learning	Access, Affordability & Excellence	Research & Creative Expression	Academic Health Care	Operational Excellence & Resource Stewardship	Talent	Biomedical Discovery	Innovative Multi-Discipline Education	Health Care Delivery Model	Healthy Community	Stewardship
Talent Management	✓	✓	✓		✓	✓	✓	✓	✓		✓
HR Excellence	✓	✓			✓	✓	✓				✓
Total Rewards		✓	✓	✓	✓	✓			✓	✓	✓

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Positions with Significant Influence - Board of Trustees Approval Required

Incumbent	EmplID	Position	Reports To	Notes
Michael Drake	200445395	University President	Board of Trustees	
Bruce McPherson	75074853	Executive Vice President and Provost	President	
Michael Hofherr	200214255	Vice President and Chief Information Officer	EVP & Provost	
Craig Kent	300007282	Dean College of Medicine, Vice President of Health Sciences, Chief Executive Officer of the Faculty Group Practice	EVP & Provost and EVP & CEO OSUWMC	
Vacant		Senior Vice President of Business & Finance and Chief Financial Officer	President	Interim Mike Papadakis
John Lane	300001089	Vice President and Chief Investment Officer	SVP & CFO	Contract renewal in process, pending Board approval
Kris Devine	200221457	Deputy Chief Financial Officer and Vice President of Operations of Business and Finance	SVP & CFO	
Mike Papadakis	2119081	Deputy Chief Financial Officer, Treasurer, and Vice President of Financial Services & Innovation	SVP & CFO	
Chris Culley	98070430	Senior Vice President and General Counsel of Legal Affairs	President	
E. Gates Garrity-Rokous	200300746	Vice President and Chief Compliance Officer	SVP & General Counsel	
Susan Basso	300011259	Senior Vice President of Talent, Culture and Human Resources	President	
Mike Eicher	200302600	Senior Vice President of Advancement	President	
Blake Thompson	200076148	Vice President of Government Affairs and Secretary of the Board of Trustees	President	
Jay Kasey	7172479	Senior Vice President of Administration and Planning	President	
Vacant		Senior Vice President of Research	President	Search in process Interim Randy Moses
Javaune Adams-Gaston	200036694	Senior Vice President of Office of Student Life	President	
Gene Smith	5149496	Senior Vice President of Athletics and The Wolfe Foundation Endowed Athletics Director	President	
Urban Meyer	86061432	Head Coach, Football	SVP & Director Athletics	
Chris Holtman	300010885	Head Coach, Men's Basketball	SVP & Director Athletics	Contract pending final Board Approval
Kevin McGuff	200368517	Head Coach, Women's Basketball	SVP & Director Athletics	
Vacant		Chancellor of Health Sciences and OSUWMC	President	Search in progress
David McQuaid	300005487	Chief Operating Officer of OSUWMC and Chief Executive Officer of OSU Health System	EVP & CEO OSUWMC	
Mark Larmore	300004512	Chief Financial Officer of OSUWMC and Vice President of Health Sciences	EVP & CEO OSUWMC	
Vacant		Chief Executive Officer of The James Cancer Hospital and Solove Research Institute		Interim Dr. William Farrar
Jeff Walker	1105890	Senior Executive Director of The James Cancer Hospital and Solove Research Institute	CEO The James & Director OSUWMC CCC	

Contract up for renewal in 2018
Position currently vacant

Considerations for Board Purview Listing Changes

Incumbent	EmplID	Position	Reports To	Notes
TBD	TBD	Chief Strategy Officer	President	New position developed to drive the University's strategic plan, with responsibility for the entire University

PERSONNEL ACTIONS

BE IT RESOLVED, That the Board of Trustees hereby approves the personnel actions as recorded in the personnel budget records of the university since the November 3, 2017, meeting of the board, including the following appointments:

Appointment

Name: CHRISTOPHER A. HOLTMANN
Title: Head Men's Basketball Coach
Department: Athletics
Term: June 9, 2017 through June 30, 2025

Name: JOHN LANE
Title: Vice President and Chief Investment Officer
Unit: Office of Investments
Term: October 28, 2017 through October 31, 2020

Name: GAIL MARSH
Title: Vice President and Chief Strategy Officer
Office: Office of the President
Term: January 1, 2018