

**WEDNESDAY, FEBRUARY 26, 2020**  
**TALENT, COMPENSATION & GOVERNANCE COMMITTEE MEETING**

Hiroyuki Fujita  
Lewis Von Thaeer  
Alex Shumate  
Erin P. Hoeflinger  
John W. Zeiger  
Elizabeth P. Kessler  
Jeff M.S. Kaplan  
Janice M. Bonsu  
Janet Porter  
Gary Heminger (*ex officio*)

Location: Longaberger Alumni House  
Sanders Grand Lounge

Time: 1:30-3:30pm

**Public Session**

*ITEMS FOR DISCUSSION*

- |   |             |
|---|-------------|
| 1. <i>HR Service Delivery Update – Susan Basso, Kim Shumate</i> | 1:30-1:45pm |
| 2. <i>Key Critical Searches – Susan Basso</i>                   | 1:45-1:50pm |
| 3. <i>Student Trustee Selection Process – Janice Bonsu</i>      | 1:50-1:55pm |

*ITEMS FOR ACTION*

- |  |             |
|--|-------------|
| 4. Amendments to The Ohio State University Retirement Plans – Susan Basso  | 1:55-2:00pm |
| 5. Personnel Actions – Susan Basso   | 2:00-2:05pm |
| 6. Ratification of Committee Appointments 2020-2021 – Dr. Hiroyuki Fujita  | 2:05-2:10pm |
| 7. Establishment and Appointment of a Presidential Search Committee and Contract to Retain Presidential Search Consultant – Lewis Von Thaeer | 2:10-2:15pm |

*Written Report (Background Only – Public) – Human Resources Summary*

**Executive Session**

2:15-3:30pm

# HR Service Delivery

Update to the Board of Trustees

February 2020

# HR Transformation

The “HR @ Ohio State” strategy is a transformative redesign of the HR services, enabled by modern day technology, in support of the institution.

- High-quality HR services in support of the strategic plan
- A leading faculty, staff and student experience
- Consistent and streamlined processes
- Data and transaction integrity
- Clear pathways to HR career progression
- Risk management



# Case for Change

HR services are inconsistent across campus and the Wexner Medical Center, leading to inefficiencies.



## INCONSISTENT STRUCTURES

Out of the 43 college/units, 29 colleges/units use 11 different service centers, which operate independently, and 14 colleges/units do not utilize a service center. The medical center has made strides in consolidating its service structures, which helps guide our future design.



## TIME TO HIRE

The recruit-to-hire process ranges from 172 to 345 days across the university and the Wexner Medical Center. Our design will improve this and streamline hiring at Ohio State in the future state model.



## HIGHLY TRANSACTIONAL WORK

Historically, nearly 60% of all PeopleSoft transactions were performed retroactively with 20% performed retroactively 14 days after effective date. Our modern technology will enhance business processes.



## UNCLEAR HR CAREER PATHWAYS

There are >50 unique job titles in HR roles today. Employees have shared that there is limited clarity on career pathways or opportunity for internal mobility. Our HR professionals desire consistency and opportunity for development.



## MANY HANDS IN HR WORK

A 2019 survey of administrative professionals across campus and the medical center revealed 1,128 respondents who spent time participating in HR activities. Over 670 users initiated 78,000 HR transactions.

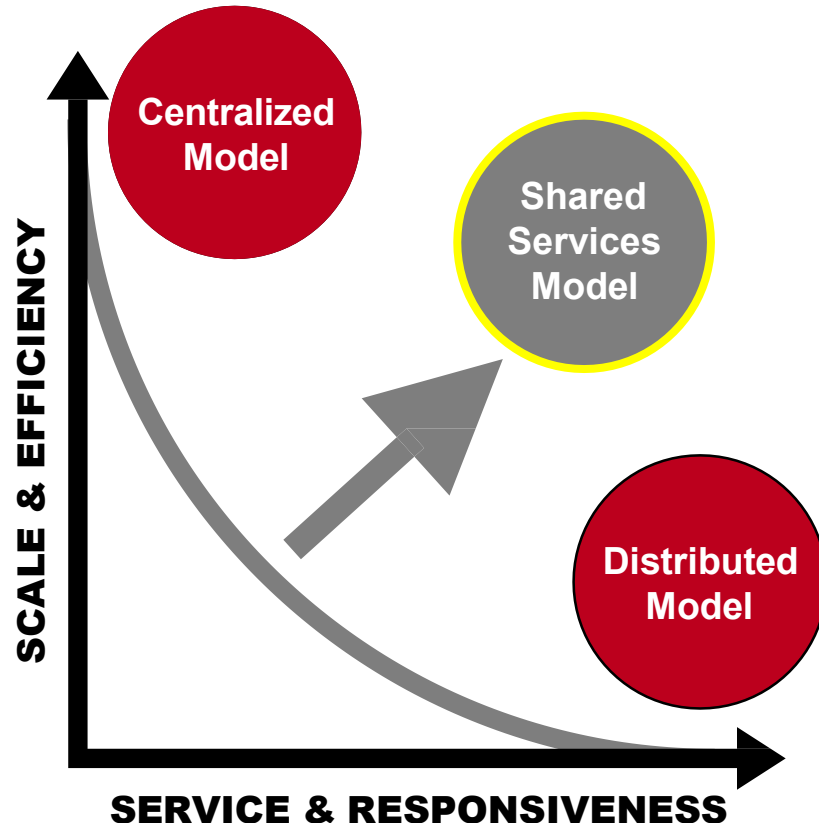


## FINANCIAL RISKS

The university has paid a large sum toward litigation and settlements.

# Objective of HR Shared Services

Our model optimizes the delivery of cost-effective, flexible, quality service to HR customers.



## BENEFITS OF HR CONNECTION

- Combines the best of centralized and distributed models
- Eliminates redundancy through process and technology standardization
- Consolidates and redesigns non-core support functions into service teams within one service center
- Provides customer-facing support in the business
- Drives shared responsibility for results using service commitments
- Operates like a business with high focus on HR client service and cost management
- Creates savings and cost avoidance

## STATUS OF AVP SEARCH

- July – August: Launched initial posting
- August – September: Reviewed candidates
- October: Interviewed finalists; determined search to continue
- November – Current: Continued sourcing of candidates
- June 2020: Target for AVP hire

# Workforce Transition Summary

The HR shared services implementation progressed significantly in January 2020.

Working closely with campus and medical center teams to continue **designing HR Connection** operations, building on the July 2019 Pilot launch at the Gateway location

**Identified HR leaders** across campus and medical center, Centers of Excellence, and the HR Services teams who will be at the forefront of building our teams



HR and payroll staff received **updated appointment letters**, with 88% of employees either selected for a position or received first or second choice roles

Preparing for **phased transitions of work and resources** into HR Connection with staff transitioning to new roles through June 2020 in partnership with the campus and medical center communities

# Preparing for Transition

There are a number of remaining activities which will occur in preparation for HR Connection.



## FUNDING MODEL

- Funding mechanism for HR is being built by a task force of leaders from across campus and medical center.
- Recommendation will be presented in February; the model is planned to be effective next fiscal year.



## TRANSITION PLANS

- Transitions to future jobs will occur in a phased approach from January through June.
- Movement is sequenced to minimize service impact to HR customers.
- Individual transition plans will be developed in collaboration with business owners and HRBPs from each college or unit.



## HR CONNECTION

- HR Connection launched in July 2019 with the Pilot in Gateway.
- HR Connection services will expand in the Spring for employees to contact for HR and payroll questions.
- Operations will continue to be built to support the Workday implementation in June of 2020.

# Measuring Success

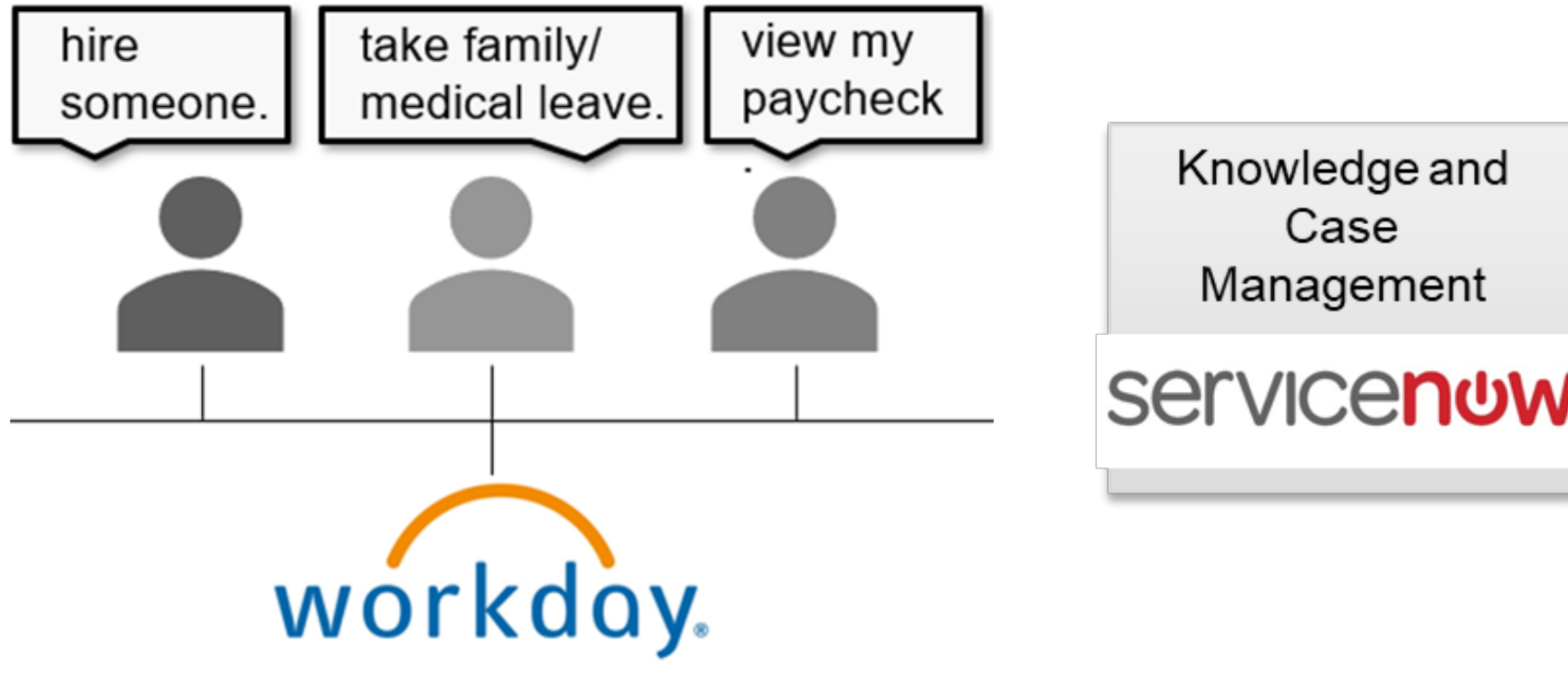
We will set a high bar for delivering HR Services to campus and the medical center and track effectiveness across key metrics to drive continuous improvement.





# Transformation Enabled by Technology

Ohio State will be supported by a suite of consistent processes and tools, leading to an improved customer-centric experience. For HR, Workday and HR Service Now are the primary tools.



# Enterprise Project and HR Transformation

A number of strategic HR decisions have been driven by the Enterprise Project.

## Business Process Changes Supported by Workday

- ✓ HR org design
- ✓ Faculty retirement contributions
- ✓ Online faculty application
- ✓ Common start dates
- ✓ Employee severance
- ✓ Overtime rules
- ✓ Shift differential
- ✓ Tuition policy changes
- ✓ Candidate experience including application status and response
- ✓ Employer retirement contributions on paychecks
- ✓ Degree verification
- ✓ Intermittent employees and sick leave accrual
- ✓ Policy revisions to create one employee policy institution-wide

# Enterprise Project



In Progress  
*Making progress as planned, with some areas slightly behind schedule*

## OVERALL STATUS:



The Enterprise Project remains on track for the summer 2020 Workday implementation. The team is actively testing Ohio State's business processes in Workday and other systems, with a 97% success rate. Training development is underway, with training delivery scheduled to begin in April 2020.

## HR STATUS:



The HR team completed 83% of overall Workday end-to-end test cases planned through January 2020, with a 96% success rate. Delays in third-party system integrations have pushed some process testing activities later than planned, but the team has adjusted the testing schedule to complete these tests before deployment activities begin.

# Enterprise Project

## RECENTLY COMPLETED:

- First round of end-to-end testing, with a **97% success rate**.
- Launched **Compass**, a new self-service website for faculty and staff to help them navigate administrative resources.
- Launched a comprehensive **Workday marketing campaign**.



### WORKDAY WIN

An easy way to complete Buckeye business.

Workday is the Wexner Medical Center's new tool for managing employee and institutional data.

For staff like Samantha, Workday will simplify administrative tasks. One easy-to-use system means fewer clicks and quicker results.



# Enterprise Project



## UP NEXT:

- Second round of end-to-end testing, followed by **user acceptance testing**.
- Continue **training** development and kickoff training delivery.
- Complete a full **dress rehearsal** of go-live activities.

## **BACKGROUND**

### **PROPOSED AMENDMENTS TO CERTAIN TAX-QUALIFIED RETIREMENT PLANS**

**Introduction.** The university offers several different types of tax-qualified retirement plans to help faculty and staff meet their financial goals and retirement needs. Amendments are being proposed to several of those plans:

- The Alternative Retirement Plan (“ARP”) is an alternative to participating in the Ohio Public Employees Retirement System (OPERS) for staff or the State Teachers Retirement System of Ohio (STRS) for faculty.
- The Retirement Continuation Plan (“RCP”) and the Retirement Continuation Plan II (“RCP II”) are maintained for certain faculty and staff members whose retirement contributions to the state retirement system are limited under IRS rules and whose compensation, as determined by the university, exceeds those IRS limits.
- The 457(b) Deferred Compensation Plan (the “457(b) Plan”) is a voluntary deferred compensation plan that allows faculty and staff to defer a portion of their compensation on a pre-tax basis, up to IRS limits.

**Amendments.** The amendments would make the following material changes to the plans:

- The ARP and RCP generally provide that a participant has a right to employer contributions following a 365-day vesting period. The amendments to both of these plans eliminate this vesting requirement, effective June 22, 2020.
- Recent federal legislation, known as the Setting Every Community Up for Retirement Enhancement (SECURE) Act, makes changes to the required minimum distribution rules applicable to tax-qualified retirement plans. One of those changes increases the required minimum distribution age for retirement accounts to age 72 (up from age 70½), effective January 1, 2020. The amendments to the RCP, RCP II and 457(b) Plan reflect this change.
- The 457(b) Plan provides for in-service distributions at age 70½. The amendment to the plan eliminates this in-service distribution option, effective January 1, 2020.
- The 457(b) Plan requires bi-weekly paid employees to make contributions of at least \$7.00 per pay and monthly paid employees to make contributions of at least \$15.00 per pay. The amendment to the plan eliminates these minimum contribution requirements, effective immediately.

**Resolutions.** Resolutions are included for the ARP, RCP, RCP II and 457(b) Plan. The purposes of the resolution for each plan is as follows:

- Approve the amendments to the plan;
- Authorize the senior vice president for business and finance and chief financial officer to sign the amendment and any other documents needed to effectuate or carry out the resolution; and
- Continue to delegate authority to adopt and effectuate certain technical or non-discretionary amendments to the plan necessary to secure or maintain compliance with federal tax laws to the senior vice president for business and finance and chief financial officer, in consultation with the Office of Human Resources and the Office of Legal Affairs, without further review or resolutions by the Board of Trustees.

**FIRST AMENDMENT TO THE OHIO STATE UNIVERSITY  
ALTERNATIVE RETIREMENT PLAN**

Synopsis: Approval of the First Amendment to The Ohio State University Alternative Retirement Plan ("Plan"), is proposed.

WHEREAS the Board of Trustees originally adopted the Plan, effective February 5, 1999; and

WHEREAS the Plan was most recently amended and restated effective as of January 1, 2016; and

WHEREAS the university has the right to amend the Plan pursuant to Section 8.3 of the Plan; and

WHEREAS the university desires to amend to the Plan:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the First Amendment to the Plan, in the form attached hereto as Exhibit A, be, and hereby is, adopted effective as stated therein; and

BE IT FURTHER RESOLVED, That the senior vice president for business and finance and chief financial officer is hereby authorized to execute the First Amendment to the Plan and any other agreements, certificates, instruments, documents or conveyances necessary to effectuate or carry out the purpose and intent of the amendment; and

BE IT FURTHER RESOLVED, That if in the future further amendments to the Plan (or any other ancillary documents for the Plan) of a technical or non-discretionary nature become necessary to secure or maintain compliance with federal tax laws, then the senior vice president for business and finance and chief financial officer, in consultation with the Office of Human Resources and the Office of Legal Affairs, is hereby authorized to take such actions and execute such documents as are necessary to effectuate such amendments and ancillary documents, without further review or resolution by the Board of Trustees.

**Exhibit A**

**FIRST AMENDMENT TO  
THE OHIO STATE UNIVERSITY  
ALTERNATIVE RETIREMENT PLAN**

**WHEREAS**, The Ohio State University (the “Employer”) maintains The Ohio State University Alternative Retirement Plan, amended and restated effective January 1, 2016 (the “Plan”);

**WHEREAS**, pursuant to Section 8.3 of the Plan, the Employer has the right to amend the Plan; and

**WHEREAS**, the Employer desires to amend the Plan as described herein.

**NOW, THEREFORE**, effective as of June 22, 2020 (the “Effective Date”), the Employer hereby amends the Plan as follows:

1. The following paragraph is hereby added to the end of Section 1.10 of the Plan:

Effective June 22, 2020, this Section 1.10 is not applicable, Participants vest immediately.

2. Section 1.14 is hereby deleted in its entirety and replaced with the following:

Section 1.14. Employer Account Vesting on Termination

A Participant’s Employer Account shall be 100% vested at all times.

3. Capitalized terms not otherwise defined in this First Amendment shall have the meanings ascribed to them in the Plan.
4. All other terms and conditions of the Plan shall remain in full force and effect.

**IN WITNESS WHEREOF**, the Employer hereby adopts this First Amendment effective as of the Effective Date.

THE OHIO STATE UNIVERSITY

\_\_\_\_\_  
By: Michael Papadakis  
Title: Senior Vice President for Business and Finance and Chief Financial Officer

Date: \_\_\_\_\_



**FIRST AMENDMENT TO THE OHIO STATE UNIVERSITY  
AMENDED AND RESTATED 457(b) DEFERRED COMPENSATION PLAN**

Synopsis: Approval of the First Amendment to The Ohio State University Amended and Restated 457(b) Deferred Compensation Plan ("Plan"), is proposed.

WHEREAS the university previously established The Ohio State University ING Financial Advisors Deferred Compensation Plan, The Ohio State University Deferred Compensation Plan funded by TIAA-CREF, The Ohio State University Lincoln National Deferred Compensation Plan and The Ohio State University VALIC Deferred Compensation Plan (collectively, the Deferred Compensation Plans); and

WHEREAS the university amended, restated and consolidated the Deferred Compensation Plans into the Plan, effective January 1, 2012, and subsequently amended the Plan on November 21, 2014, and amended and restated the Plan effective as of March 6, 2016; and

WHEREAS under Section 10.01 of the Plan, the university has the right to amend the Plan; and

WHEREAS the university desires to amend to the Plan:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the First Amendment to the Plan, in the form attached hereto as Exhibit A, be, and hereby is, adopted effective as stated therein; and

BE IT FURTHER RESOLVED, That the senior vice president for business and finance and chief financial officer is hereby authorized to execute the First Amendment to the Plan and any other agreements, certificates, instruments, documents or conveyances necessary to effectuate or carry out the purpose and intent of the amendment; and

BE IT FURTHER RESOLVED, That if in the future further amendments to the Plan (or any other ancillary documents for the Plan) of a technical or non-discretionary nature become necessary to secure or maintain compliance with federal tax laws, then the senior vice president for business and finance and chief financial officer, in consultation with the Office of Human Resources and the Office of Legal Affairs, is hereby authorized to take such actions and execute such documents as are necessary to effectuate such amendments and ancillary documents, without further review or resolution by the Board of Trustees.

**Exhibit A**

**FIRST AMENDMENT TO  
THE OHIO STATE UNIVERSITY  
AMENDED AND RESTATED 457(b) DEFERRED COMPENSATION PLAN**

**WHEREAS**, The Ohio State University (the “Employer”) maintains The Ohio State University Amended and Restated 457(b) Deferred Compensation Plan, effective as of March 6, 2016 (the “Plan”);

**WHEREAS**, pursuant to Section 10.01 of the Plan, the Employer has the right to amend the Plan; provided that no Plan amendment shall divest any Participant of any portion of the balance then held in an Account subject to the provisions of Section 4.01 of the Plan; and

**WHEREAS**, the Employer desires to amend the Plan as described herein.

**NOW, THEREFORE**, effective as of January 1, 2020 or such later date specified below (the “Effective Date”), the Employer hereby amends the Plan as follows:

1. Section 1.15 of the Plan is hereby deleted in its entirety.
2. Effective as of February 27, 2020, Subsection 3.02(d) of the Plan is hereby deleted in its entirety and replaced with the following:
  - (d) **Minimum Deferrals.** The minimum Deferral per pay period shall be such amounts, if any, as determined by the Plan Administrator.
3. Subsection 5.01(b) of the Plan is hereby deleted in its entirety and replaced with the following:
  - (b) Distributions from a Participant’s Account shall not be made to the Participant or the Beneficiary earlier than:
    - (i) the Participant’s Severance from Employment;
    - (ii) the Participant incurs an approved unforeseeable emergency pursuant to Section 5.09 of this Plan; or
    - (iii) Plan termination under Section 10.01 of this Plan.
4. Section 5.02 of the Plan is hereby deleted in its entirety and replaced with the following:
  - 5.02 **Participant Election of a Benefit Commencement Date and Benefit Payment Option.** Upon such time that a Participant becomes entitled to a distribution under the Plan, the Participant may elect a Benefit Commencement Date. Benefit payments may begin as soon as practicable after the Provider’s receipt of verification of Severance from Employment

in such form as may be determined by the Employer (if applicable), the final deferral amount, and the election form for the Benefit Payment Option. The Benefit Commencement Date must be no later than April 1 of the year following the later of (a) the year in which the Participant attains age 70½ (age 72 with respect to Participants who attain age 70½ after December 31, 2019) or (b) the year in which the Participant has a Severance from Employment. A Participant may elect a Benefit Payment Option as permitted in Section 5.07 of this Plan and the applicable Investment Option or change a Benefit Payment Option previously elected if permitted by the applicable Investment Option.

5. Effective March 6, 2016, Section 5.03 of the Plan is hereby deleted in its entirety and replaced with the following:

**5.03 Default Benefit Commencement Date and Benefit Payment Option for Participant.** If a Participant does not elect a Benefit Commencement Date in the manner provided for in Section 5.02 of this Plan, the Benefit Commencement Date shall be the later of (a) December 31 of the year in which the Participant attains age 70½ (age 72 with respect to Participants who attain age 70½ after December 31, 2019) or (b) December 31 of the year in which the Participant has a Severance from Employment. Benefits shall be paid for the maximum number of years allowed by the required minimum distribution tables of the Internal Revenue Code.

6. Subsection 5.04(2)(a) of the Plan is hereby deleted in its entirety and replaced with the following:

(a) If the Beneficiary is the Participant's surviving Spouse, distribution of the Account may be delayed until the later of (1) December 31 of the calendar year in which the Participant would have attained age 70½ (age 72 with respect to Participants who attain age 70½ after December 31, 2019) or (2) December 31 of the calendar year immediately following the calendar year in which the Participant dies. The entire Account must then be paid over a period not extending beyond the life expectancy of the Spousal Beneficiary; or

7. Section 5.05 of the Plan is hereby deleted in its entirety and replaced with the following:

**5.05 Default Benefit Commencement Date and Option for Beneficiary.** If a Spousal Beneficiary of a Participant who dies before the required minimum distribution date does not elect a Benefit Commencement Date, benefit payments to the Spousal Beneficiary shall begin by the later of December 31 of the calendar year in which the Participant would have attained age 70½ (age 72 with respect to Participants who attain age 70½ after December 31, 2019) or December 31 of the calendar year immediately following the calendar year in which the Participant dies. If a non-Spousal Beneficiary does not elect a Benefit Commencement Date,

benefit payments to the non-Spousal Beneficiary shall begin not later than December 31 of the calendar year immediately following the calendar year in which the Participant dies. Benefits shall be paid for the maximum number of years allowed by the required minimum distribution tables of the Internal Revenue Code.

8. Capitalized terms not otherwise defined in this First Amendment shall have the meanings ascribed to them in the Plan.
9. All other terms and conditions of the Plan shall remain in full force and effect.

**IN WITNESS WHEREOF**, the Employer hereby adopts this First Amendment effective as of the Effective Date.

THE OHIO STATE UNIVERSITY

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By: Michael Papadakis  
Title: Senior Vice President for Business and Finance and Chief Financial Officer

Date: \_\_\_\_\_

**SECOND AMENDMENT TO THE OHIO STATE UNIVERSITY  
RETIREMENT CONTINUATION PLAN**

AMENDED AND RESTATED EFFECTIVE AS OF FEBRUARY 1, 2016

Synopsis: Approval of the Second Amendment to The Ohio State University Retirement Continuation Plan ("Plan"), is proposed.

WHEREAS the Plan was established effective July 1, 2001; and

WHEREAS the Plan was most recently amended and restated effective as of February 1, 2016, and was subsequently amended effective as of February 1, 2016; and

WHEREAS pursuant to Section 15.01 of the Plan, the university desires to make technical amendments to the Plan to maintain compliance with federal tax laws and make certain other discretionary changes:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the Second Amendment to the Plan, in the form attached hereto as Exhibit A, be, and hereby is, adopted effective as stated therein; and

BE IT FURTHER RESOLVED, That the senior vice president for business and finance and chief financial officer is hereby authorized to execute the Second Amendment to the Plan and any other agreements, certificates, instruments, documents or conveyances necessary to effectuate or carry out the purpose and intent of the amendment; and

BE IT FURTHER RESOLVED, That if in the future further amendments to the Plan (or any other ancillary documents for the Plan) of a technical or non-discretionary nature become necessary to secure or maintain compliance with federal tax laws, then the senior vice president for business and finance and chief financial officer, in consultation with the Office of Human Resources and the Office of Legal Affairs, is hereby authorized to take such actions and execute such documents as are necessary to effectuate such amendments and ancillary documents, without further review or resolution by the Board of Trustees.

**Exhibit A**

**SECOND AMENDMENT TO  
THE OHIO STATE UNIVERSITY RETIREMENT CONTINUATION PLAN  
AMENDED AND RESTATED EFFECTIVE AS OF FEBRUARY 1, 2016**

WHEREAS, The Ohio State University (“University”) maintains The Ohio State University Retirement Continuation Plan (“Plan”);

WHEREAS, the Plan was established, effective July 1, 2001, was most recently amended and restated effective as of February 1, 2016, and subsequently amended effective as of February 1, 2016; and

WHEREAS, pursuant to Section 15.01 of the Plan, the University desires to (i) make technical amendments to the Plan to maintain compliance with federal tax laws and (ii) make certain other discretionary changes.

NOW, THEREFORE, effective as of January 1, 2020, or such later date specified below (the “Effective Date”), the University hereby amends the Plan as follows:

1. To correct a scrivener’s error with respect to the First Amendment to The Ohio State University Retirement Continuation Plan, effective as of February 1, 2016 (“First Amendment”), the Plan is hereby amended. Where the First Amendment references Section 2.01(d) in item 1 thereof, the reference was intended to be Section 2.02(d) and shall be read accordingly.
2. Effective as of June 22, 2020, Article IX of the Plan is hereby deleted in its entirety and replaced with the following:

**ARTICLE IX.**  
**VESTING**

A Participant shall be one hundred percent (100%) Vested in his or her Accounts under the Plan at all times.

3. Subsection 10.04(b) of the Plan is hereby deleted in its entirety and replaced with the following:
  - (b) A Participant’s Vested Accounts shall be distributed to the Participant beginning no later than April 1 of the calendar year following the calendar year in which the Participant attains age 70½ (age 72 with respect to a Participant who attains age 70½ after December 31, 2019) or, if later, April 1 of the calendar year following the calendar year that the Participant has a Severance from Employment.

4. Paragraph (3) of Subsection 10.04(c) of the Plan is hereby deleted in its entirety and replaced with the following:
  - (3) If the Participant dies before distributions of his or her Account(s) begins and any portion of his or her Account(s) are payable to a designated Beneficiary, the designated Beneficiary may elect for the Participant's Account(s) to be distributed (i) by December 31 of the calendar year containing the fifth (5th) anniversary of the Participant's death, or (ii) beginning no later than December 31 of the calendar year immediately following the calendar year in which the Participant died, over the life of the designated Beneficiary or over a period not exceeding the life expectancy of the

designated Beneficiary. If the designated Beneficiary is the surviving Spouse, the Beneficiary may elect to delay payment under subparagraph (ii) until December 31 of the calendar year in which the Participant would have attained age 70½ (age 72 with respect to a Participant who would have attained age 70½ after December 31, 2019). If the designated Beneficiary does not elect a method of distribution as provided above, the Participant's Account(s) shall be distributed in accordance with subparagraph (i).

5. Capitalized terms not otherwise defined in this Second Amendment shall have the meanings ascribed to them in the Plan.

6. All other terms and conditions in the Plan shall remain in full force and effect.

IN WITNESS WHEREOF, the University hereby adopts this Second Amendment effective as the Effective Date.

THE OHIO STATE UNIVERSITY

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By: Michael Papadakis  
Title: Senior Vice President for Business and Finance and Chief Financial Officer

Date: \_\_\_\_\_

**SECOND AMENDMENT TO THE OHIO STATE UNIVERSITY  
RETIREMENT CONTINUATION PLAN II**

AMENDED AND RESTATED EFFECTIVE AS OF FEBRUARY 1, 2016

Synopsis: Approval of the Second Amendment to The Ohio State University Retirement Continuation Plan II ("Plan"), is proposed.

WHEREAS the Plan was established effective September 1, 2012;

WHEREAS the Plan was most recently amended and restated effective as of February 1, 2016, and was subsequently amended effective as of February 1, 2016; and

WHEREAS pursuant to Section 15.01 of the Plan, the university desires to make technical amendments to the Plan to maintain compliance with federal tax laws:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the Second Amendment to the Plan, in the form attached hereto as Exhibit A, be, and hereby is, adopted effective as stated therein; and

BE IT FURTHER RESOLVED, That the senior vice president for business and finance and chief financial officer is hereby authorized to execute the Second Amendment to the Plan and any other agreements, certificates, instruments, documents or conveyances necessary to effectuate or carry out the purpose and intent of the amendment; and

BE IT FURTHER RESOLVED, That if in the future further amendments to the Plan (or any other ancillary documents for the Plan) of a technical or non-discretionary nature become necessary to secure or maintain compliance with federal tax laws, then the senior vice president for business and finance and chief financial officer, in consultation with the Office of Human Resources and the Office of Legal Affairs, is hereby authorized to take such actions and execute such documents as are necessary to effectuate such amendments and ancillary documents, without further review or resolution by the Board of Trustees.



**Exhibit A**

**SECOND AMENDMENT TO  
THE OHIO STATE UNIVERSITY RETIREMENT CONTINUATION PLAN II  
AMENDED AND RESTATED EFFECTIVE AS OF FEBRUARY 1, 2016**

WHEREAS, The Ohio State University (“University”) maintains The Ohio State University Retirement Continuation Plan II (“Plan”);

WHEREAS, the Plan was established, effective September 1, 2012, was most recently amended and restated effective as of February 1, 2016, and subsequently amended effective as of February 1, 2016; and

WHEREAS, pursuant to Section 15.01 of the Plan, the University desires to make technical amendments to the Plan to maintain compliance with federal tax laws.

NOW, THEREFORE, effective as of January 1, 2020 (the “Effective Date”), the University hereby amends the Plan as follows:

1. To correct a scrivener’s error with respect to the First Amendment to The Ohio State University Retirement Continuation Plan II, effective as of February 1, 2016 (“First Amendment”), the Plan is hereby amended. Where the First Amendment references Section 2.01(d) in item 1 thereof, the reference was intended to be Section 2.02(d) and shall be read accordingly.

2. Subsection 10.04(b) of the Plan is hereby deleted in its entirety and replaced with the following:

(b) A Participant’s Vested Accounts shall be distributed to the Participant beginning no later than April 1 of the calendar year following the calendar year in which the Participant attains age 70½ (age 72 with respect to a Participant who attains age 70½ after December 31, 2019) or, if later, April 1 of the calendar year following the calendar year that the Participant has a Severance from Employment.

3. Paragraph (3) of Subsection 10.04(c) of the Plan is hereby deleted in its entirety and replaced with the following:

(3) If the Participant dies before distributions of his or her Account(s) begins and any portion of his or her Account(s) are payable to a designated Beneficiary, the designated Beneficiary may elect for the Participant's Account(s) to be distributed (i) by December 31 of the calendar year containing the fifth (5th) anniversary of the Participant's death, or (ii) beginning no later than December 31 of the calendar year immediately following the calendar year in which the Participant died, over the life of the designated Beneficiary or over a period not exceeding the life expectancy of the designated Beneficiary. If the designated Beneficiary is the surviving Spouse, the Beneficiary may elect to delay payment under subparagraph (ii) until December 31 of the calendar year in which the Participant would have attained age 70½ (age 72 with respect to a Participant who would have attained age 70½ after December 31, 2019). If the designated Beneficiary does not elect a method of distribution as provided above, the Participant's Account(s) shall be distributed in accordance with subparagraph (i).

4. Capitalized terms not otherwise defined in this Second Amendment shall have the meanings ascribed to them in the Plan.

5. All other terms and conditions in the Plan shall remain in full force and effect.

IN WITNESS WHEREOF, the University hereby adopts this Second Amendment effective as the Effective Date.

THE OHIO STATE UNIVERSITY

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By: Michael Papadakis  
Title: Senior Vice President for Business and Finance and Chief Financial Officer

Date: \_\_\_\_\_

**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 21, 2019, meeting of the board, including the following appointments and contract updates:

Contract Updates

Name: Michael V. Drake, MD  
Title: President Emeritus  
Unit: The Ohio State University  
Term: July 1, 2020 – June 30, 2021  
Title: Distinguished University Professor  
College: Medicine, Department of Ophthalmology  
College: Education and Human Ecology  
Term: July 1, 2020 – June 30, 2024

Name: Ryan P. Day  
Title: Head Coach  
Unit: Ohio State Football  
Term: February 1, 2020 – January 31, 2027

Interim Appointment

Name: James W. Rocco, MD  
Title: Interim Dean  
Unit: College of Medicine  
Title: Interim Vice President of Health Sciences  
Unit: Wexner Medical Center  
Term: January 6, 2020 – January 5, 2021, or until a permanent dean is named

**RATIFICATION OF COMMITTEE APPOINTMENTS 2020-2021**

BE IT RESOLVED, That the Board of Trustees hereby approves that the ratification of committee appointments for 2020-2021 are as follows:

**Academic Affairs, Student Life & Research:**

Alex Shumate, Chair  
Brent R. Porteus, Vice Chair  
Cheryl L. Krueger  
Abigail S. Wexner  
Hiroyuki Fujita  
Alan A. Stockmeister  
Elizabeth P. Kessler  
Jeff M.S. Kaplan  
Anand Shah  
Alan VanderMolen  
Janet Porter  
Susan Olesik (faculty member)  
Gary R. Heminger (ex officio)

**Advancement:**

Erin P. Hoeflinger, Chair  
Alan A. Stockmeister, Vice Chair  
Alex Shumate  
Cheryl L. Krueger  
Abigail S. Wexner  
Janice M. Bonsu  
Alan VanderMolen  
Janet Porter  
Craig S. Bahner  
**THOMAS M. MURNANE**  
Catherine Baumgardner (Alumni Assn member)  
Janelle Jordan (Alumni Assn member)  
Gifford Weary (Foundation Board member)  
Alec Wightman (Foundation Board member)  
Gary R. Heminger (ex officio)

**Audit, Compliance & Finance:**

Timothy P. Smucker, Co-Chair  
John W. Zeiger, Co-Chair  
Brent R. Porteus  
Erin P. Hoeflinger  
Alexander R. Fischer  
Hiroyuki Fujita  
Elizabeth P. Kessler  
Lewis Von Thaer  
Jeff M.S. Kaplan  
Janice M. Bonsu  
James D. Klingbeil  
Amy Chronis  
Gary R. Heminger (ex officio)

**Talent, Compensation & Governance:**

Hiroyuki Fujita, Chair  
Lewis Von Thaer, Vice Chair  
Alex Shumate  
Erin P. Hoeflinger  
John W. Zeiger  
Elizabeth P. Kessler  
Jeff M.S. Kaplan  
Janice M. Bonsu  
Janet Porter  
Gary R. Heminger (ex officio)

**Master Planning & Facilities:**

Alexander R. Fischer, Chair  
James D. Klingbeil, Vice Chair  
Timothy P. Smucker  
Brent R. Porteus  
Anand Shah  
Robert H. Schottenstein  
Gary R. Heminger (ex officio)

**RATIFICATION OF COMMITTEE APPOINTMENTS 2020-2021 (cont'd)**

**Wexner Medical Center:**

Leslie H. Wexner, Chair  
Abigail S. Wexner  
Cheryl L. Krueger  
Hiroyuki Fujita  
John W. Zeiger  
Janet Porter  
Stephen D. Steinour  
Robert H. Schottenstein  
W.G. Jurgensen  
Cindy Hilsheimer  
Gary R. Heminger (ex officio, voting)  
Michael V. Drake (ex officio, voting)  
Harold L. Paz (ex officio, voting)  
Bruce A. McPheron (ex officio, voting)  
Michael Papadakis (ex officio, voting)

**ESTABLISHMENT AND APPOINTMENT OF A PRESIDENTIAL SEARCH COMMITTEE  
AND CONTRACT TO RETAIN PRESIDENTIAL SEARCH CONSULTANT**

Synopsis: Establishment and appointment of Presidential Search Committee and Contract to retain a national search consultant to assist the Presidential Search Committee, are proposed.

WHEREAS Dr. Michael V. Drake, MD, announced his decision to retire from the presidency of The Ohio State University effective June 30, 2020; and

WHEREAS it is the responsibility of the Board of Trustees, pursuant to section 3335.09 of the Ohio Revised Code, to select the president of the university; and

WHEREAS the Board of Trustees has determined that it is appropriate to establish and appoint a Presidential Search Committee with broad representation of university constituencies and charge it with responsibility for recommending to the board one or more candidates to be the next president of the university; and

WHEREAS in order to proceed expeditiously with the commencement of the search it is appropriate to constitute and give an initial charge to the Presidential Search Committee; and

WHEREAS it is an established practice to select a professional search firm to serve as a consultant to the search committee and the Board of Trustees, providing advice, expertise and administrative support in the identification, screening and recruiting of the most highly qualified candidates for the presidency:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the Presidential Search Committee of The Ohio State University will be established as follows:

Presidential Selection Subcommittee

Lewis Von Thaer, Chairman, Presidential Search Committee  
Alex R. Fischer, Trustee  
Hiroyuki Fujita, Trustee  
Erin P. Hoeflinger, Trustee  
Brent R. Porteus, Trustee  
Abigail S. Wexner, Trustee  
John W. Zeiger, Trustee

University Advisory Subcommittee

Susan Olesik, Co-Chair, Professor of Chemistry and Biochemistry  
David Frantz, Co-Chair, Faculty Emeritus in the Department of English  
Juan Alfonzo, Distinguished Professor, Department of Microbiology  
Anil Arya, Associate Dean, Faculty and Research, and Professor, Department of Accounting and Management Information Systems, Fisher College of Business  
Catherine Baumgardner, Chair, Ohio State Alumni Association Board of Directors  
TJ Beavers, Student/Chief of Staff, Inter-Professional Council  
Michael Coleman, Former Mayor, City of Columbus  
Ben Duwve, Student/Senior Director of Allocations, Undergraduate Student Government  
Michael Eicher, Senior Vice President, Office of Advancement, and President, The Ohio State University Foundation  
Lisa Florman, Chair, Department of History of Art  
Donna Ford, Distinguished Professor, Department of Educational Studies

**ESTABLISHMENT AND APPOINTMENT OF A PRESIDENTIAL SEARCH COMMITTEE  
AND CONTRACT TO RETAIN PRESIDENTIAL SEARCH CONSULTANT (cont'd)**

Joseph Heremans, Member, University Research Committee; Professor, Department of Physics and Department of Materials Science and Engineering; Ohio Eminent Scholar, Department of Mechanical and Aerospace Engineering  
Andrew Jordan, Chair, University Staff Advisory Committee; Manager of Strategy and Organizational Effectiveness, Department of Recreational Sports, Office of Student Life  
Clark Kellogg, Former Trustee, The Ohio State University  
Peter Mohler, Vice Dean for Research, College of Medicine; Director, Dorothy M. Davis Heart and Lung Research Institute  
Devin Peterson, Distinguished Professor, Department of Food Science and Technology  
Stephen Post, Student/President, Council of Graduate Students  
Sharon Schweikhart, Chair, Faculty Council; Associate Professor and Vice Chair, Health Services Management and Policy, College of Public Health  
Gene Smith, Senior Vice President and Wolfe Foundation Endowed Athletics Director  
Karla Zadnik, Executive Dean for Health Sciences; Dean, College of Optometry

BE IT FURTHER RESOLVED, That Lewis Von Thayer shall serve as chair of the Presidential Search Committee and that the following people will serve the board and Presidential Search Committee as follows: Jessica Eveland, board secretary and liaison; Anne Garcia, interim general counsel; and Richard Chait, board consultant; and

BE IT FURTHER RESOLVED, That each member of the Presidential Search Committee shall commit to representing the best interests of the university in planning and directing all aspects of a comprehensive and expeditious search for a new president including, but not limited to, developing a profile of characteristics, skills and qualities desired in the next president; identifying candidates and verifying their qualifications, availability and interest in the position; and making a recommendation of one or more candidates to the board in a timely fashion; and

BE IT FURTHER RESOLVED, That the chair of the Presidential Search Committee shall provide periodic updates to the Board of Trustees at its regularly scheduled meetings until the search is concluded; and

BE IT FURTHER RESOLVED, That the Presidential Search Committee shall serve until discharged by the Board of Trustees or upon the appointment of a new president; and

BE IT FURTHER RESOLVED, That the university will retain Isaacson, Miller to consult with the Presidential Search Committee and the university to assist in the search for the next president; and

BE IT FURTHER RESOLVED, That the university is hereby authorized to enter into a contract of engagement with Isaacson, Miller, on terms favorable to the university; and

BE IT FURTHER RESOLVED, That any actions taken by the Presidential Search Committee or the chair in furtherance of this resolution prior to its effective date are hereby ratified and approved.

# Human Resources Summary Report

Talent, Compensation and Governance Committee

February 2020

The Ohio State University Human Resources prepares this summary report as an overview of key activities and updates specific to the HR Strategic Plan and related HR Transformation initiatives that are currently underway. The strategic priority areas of focus in the HR Strategic Plan include:

- HR Excellence
- Talent Management
- Total Rewards

Each of these pillars are supported by the core foundational elements that are key to the implementation of the plan, which are:

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

The report is updated ahead of each Talent, Compensation and Governance Committee meeting to summarize key HR milestones, updates and concerns, as appropriate. Additionally, data and metrics with current analytics, specific to the workforce demographics of the university have been recently refreshed.

As we continue to strive to operate as one HR discipline university-wide, the content outlined encompasses HR efforts across all campus locations, inclusive of the Wexner Medical Center.

I appreciate your continued support of our transformative HR journey

On behalf of the HR Leadership Team,

Susan Basso  
SVP, Talent, Culture & Human Resources



**THE OHIO STATE UNIVERSITY**  
HUMAN RESOURCES





# HR Transformation at Ohio State

In alignment with the 2018-2023 HR Strategic Plan  
focused on three strategic pillars, and a strong foundational culture



## Talent Management

Recruit, retain and develop the most talented and high-quality faculty, staff and physicians.

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## Talent & Culture Strategy

Ohio State's aspiration as an employer is to create an exceptional employee experience and be an employer of choice. A foundational element to achieve this goal is to cultivate a talent and culture framework that influences employee inspiration, student success and global solutions. We must also promote a respectful and collaborative workplace culture consistent with university-wide values. This is a vision that is consistent across all five pillars of the university's Time and Change Strategic Plan.

To achieve this vision, we are developing a comprehensive 5-year strategic plan for talent and culture that will encompass the entire university. The Talent and Culture Strategy will utilize Employer of Choice dimensions to define our key strategic initiatives.

The Steering Committee met for the first time in late November to review the current state of talent at Ohio State, key talent metrics and determine priority areas for the Talent and Culture Strategy.

The 5 priority areas identified are:

1. Innovative Workplace Practices – Looking at our current policies and practices to identify ways to have more “employer of choice” policies for our employees
2. Inclusive Work Environment – Cultivating a work environment that represents diversity and is inclusive of employees of all backgrounds
3. Leadership Development - Creating a Leadership Development model and equipping our leaders to lead in an Employer of Choice environment
4. Performance & Growth - Promoting a Performance Management process that focuses on development of our employees
5. Recruitment & Onboarding - Developing a “best in class” experience for our candidates that is consistent with our Employer Brand, to be developed. Creating an environment where new employees feel engaged and included from the first day.

A workgroup leader and participants have been identified for each priority area. Each workgroup will meet to begin work on their respective focus areas in February. An ambition team has also been selected from steering committee members to define the Ohio State Talent Ambition Statement.

Completed Milestones:

- Analyzed Talent Data
- Facilitated first Steering Committee Meeting
- Identified 5 key focus areas
- Secured Workgroup Leads and participants

Upcoming Milestones:

- Kick off Talent Workgroups – February
- Schedule additional Steering Committee meetings – February
- Develop Ohio State Talent Ambition Statement – March



## **HR Excellence**

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

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## **Workday**

Ohio State is on track for the summer 2020 Workday implementations, including Workday HR and Payroll in June 2020 and Workday Finance and Supply Chain in July 2020.

The Enterprise Project is in the Testing phase, and as of February 2020, is beginning the second round of Workday end-to-end testing. Testing metrics are on track, including a 97% success rate of testing Ohio State business processes in Workday. User acceptance testing, which involves university stakeholders, will kick off in March 2020. Additionally, Ohio State's Workday Student implementation remains in an extended Configure and Prototype phase as we confirm the deployment plan, which is scheduled to begin in summer 2023.

Executive Sponsors approved the organizational structure and leadership group of the ongoing Workday support team. By February 2020, individuals selected for roles on the ongoing Workday support group will receive notification of their assignments, which will ensure Ohio State can smoothly transition to operational mode following this summer's Workday implementations.

The Enterprise Project team is creating Workday training materials for the university community, including classroom sessions, virtual learning, videos and job aids. Marketing and communications efforts are quickly accelerating, including monthly university-wide emails with audience-specific messages and a traveling interactive Workday booth. Communications, including go-live updates and messages, will continue to increase throughout the calendar year.



## Total Rewards

Ensure competitive Total Rewards while balancing fiscal responsibility.

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### Career Roadmap

Career Roadmap, a job family model and compensation structure, will modernize compensation and talent practices to help attract and retain the Ohio State workforce of the future. When live in Workday, Career Roadmap will include new tools for career path visibility, consistent career levels and market-informed pay decisions. Career Roadmap also supports the operational excellence and resource stewardship goals in the university's strategic plan.

The initiative has entered a new phase of position mapping called functional alignment. Functional alignment is the process of ensuring consistent mapping of similar jobs across all units. Functional alignment kicked off January 30, 2020, with 200 participants attending an opening session. On average, 6-8 leaders for each job function are reviewing consistency of assigned career levels and subfunctions. HR partners and compensation team members provide support to each work group. Functional alignment will end in March, followed by unit leaders' review and confirmation.

Recommendations from the Title Advisory Group are expected to be finalized in February. As currently envisioned, most staff will still have two titles after Career Roadmap implementation: a job classification title and a working title. The Title Advisory Group will provide guidance on both.

President's Cabinet is expected to make decisions on critical questions about salary structure implementation by the end of March. In spring, pay decisions and pay ranges will be communicated to other senior leader groups, senior HR partners and supervisors.

When Career Roadmap is implemented in early 2021, it will provide new tools and processes to help Ohio State better understand its payroll investment and ensure competitive, market-based compensation.

# Quarterly Summary by All Employees Headcount

## All Employees Headcount for Total University, December 2019

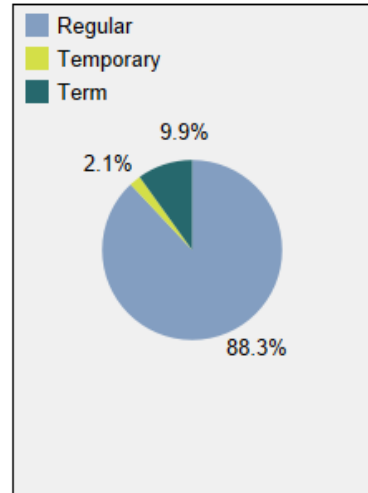
(\*Excludes students, intermittent employees and unpaid employees)

### Headcount by Employee Group

Tenure Track Faculty	2,852	8.4%
Clinical Track Faculty	1,837	5.3%
Research Track Faculty	109	0.3%
Associated Faculty	2,835	6.4%
Unclassified - SAP	3,403	9.8%
Unclassified	19,514	54.6%
CCS	5,276	15.2%
<b>Grand Total</b>	<b>35,715</b>	

### Headcount by Reg/Temp/Term

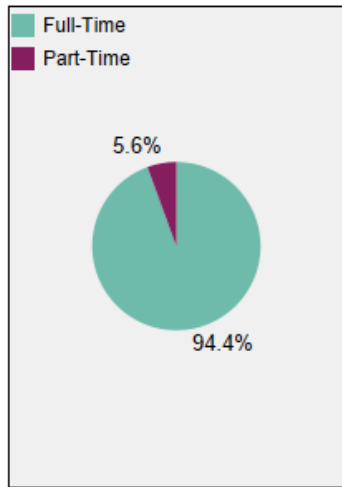
Regular	31,529
Temporary	749
Term	3,547
<b>Grand Total</b>	<b>35,715</b>



### Headcount by Full-Time

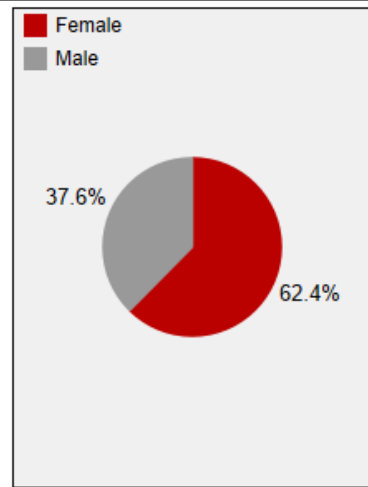
Full-Time >= 75%

Full-Time	33,727
Part-Time	1,988
<b>Grand Total</b>	<b>35,715</b>



### Headcount by Gender

Female	22,292
Male	13,423
<b>Grand Total</b>	<b>35,715</b>



### Headcount by Race/Ethnicity

Am. Indian	55	0.2%
Asian	2,675	7.5%
Black	3,717	10.4%
Hawaiian	20	0.1%
Hispanic	1,082	3.0%
2 or More Races	651	1.8%
Undisclsd	1,514	4.2%
White	26,001	72.8%
<b>Grand Total</b>	<b>35,715</b>	

### Headcount by Age

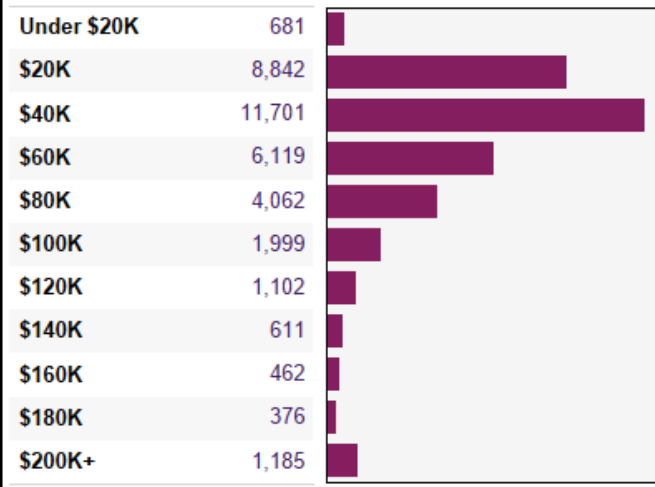
<Thirty	7,162	20.1%
Thirties	10,387	29.1%
Forties	7,828	21.9%
Fifties	6,504	18.2%
Sixties	3,347	9.4%
Seventy+	487	1.4%
<b>Grand Total</b>	<b>35,715</b>	

# Quarterly Summary by All Employees Headcount

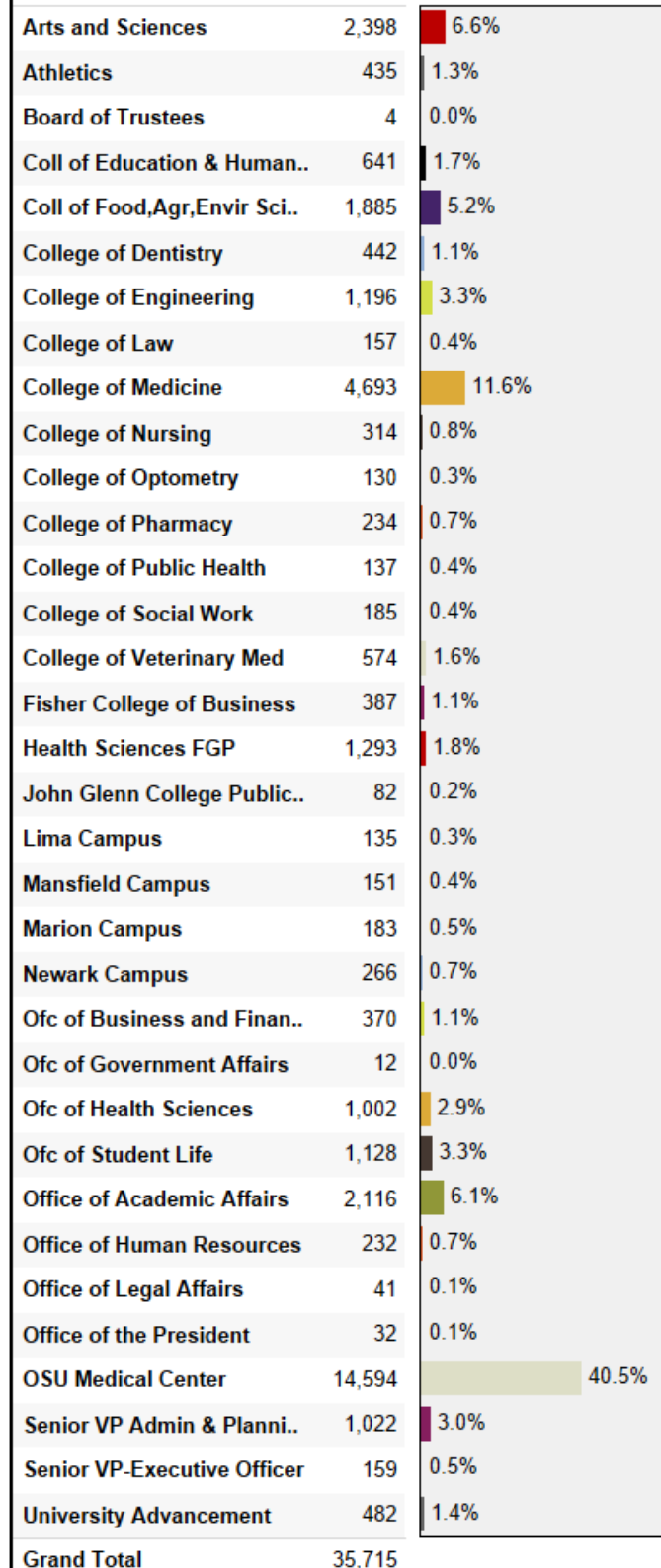
## All Employees Headcount for Total University, December 2019

(\*Excludes students, intermittent employees and unpaid employees)

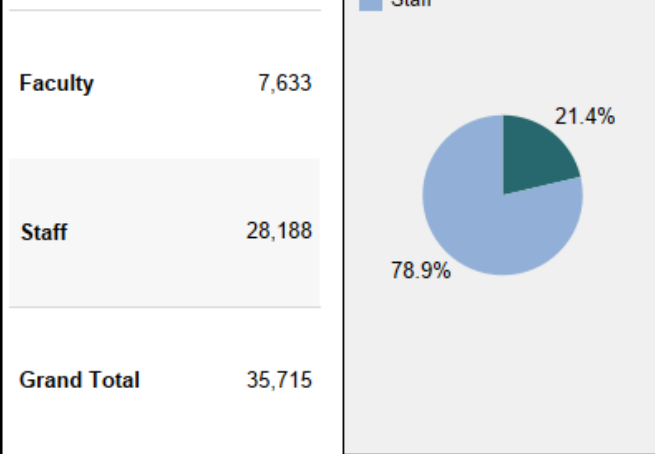
### Headcount by Pay Band



### Headcount by VP College



### Headcount by Faculty/Staff



### Headcount by Years of Service

