

**WEDNESDAY, NOVEMBER 17, 2021
TALENT, COMPENSATION & GOVERNANCE COMMITTEE MEETING**

Hiroyuki Fujita
Lewis Von Thaeer
Brent R. Porteus
Abigail S. Wexner
Alexander R. Fischer
John W. Zeiger
Elizabeth P. Kessler
Gary Heminger (*ex officio*)

Location: Livestream link available on trustees.osu.edu

Time: 11:00am-12:30pm

Executive Session

11:00-11:45am

Public Session

ITEMS FOR DISCUSSION

- | | |
|--|-----------------|
| 1. <i>Strategy, Structure and Talent – Dr. Jeff Risinger</i> | 11:45am-12:05pm |
| 2. <i>Workday Optimization – Dr. Jeff Risinger</i> | 12:05-12:15pm |
| 3. <i>Key Critical Searches – Dr. Jeff Risinger</i> | 12:15-12:20pm |

ITEMS FOR ACTION

12:20-12:30pm

- | | |
|---|--|
| 4. Approval of August 2021 Committee Meetings Minutes – Dr. Hiroyuki Fujita | |
| 5. Approval of Personnel Actions – Dr. Jeff Risinger | |
| 6. Ratification of Committee Appointments FY2022-23 – Dr. Hiroyuki Fujita | |

Written Report (Background Only) – Human Resources Summary



THE OHIO STATE UNIVERSITY

HUMAN RESOURCES

HR Strategy, Structure & Talent

November 17, 2021

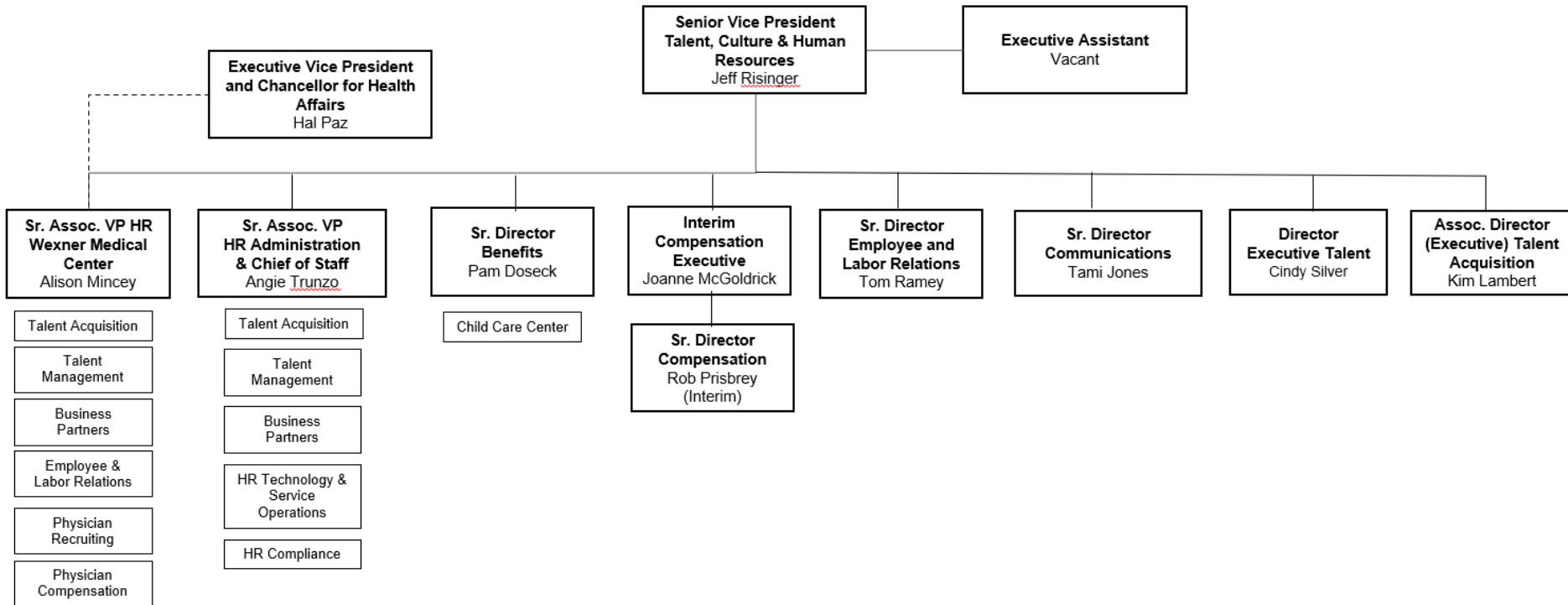
Jeff Risinger

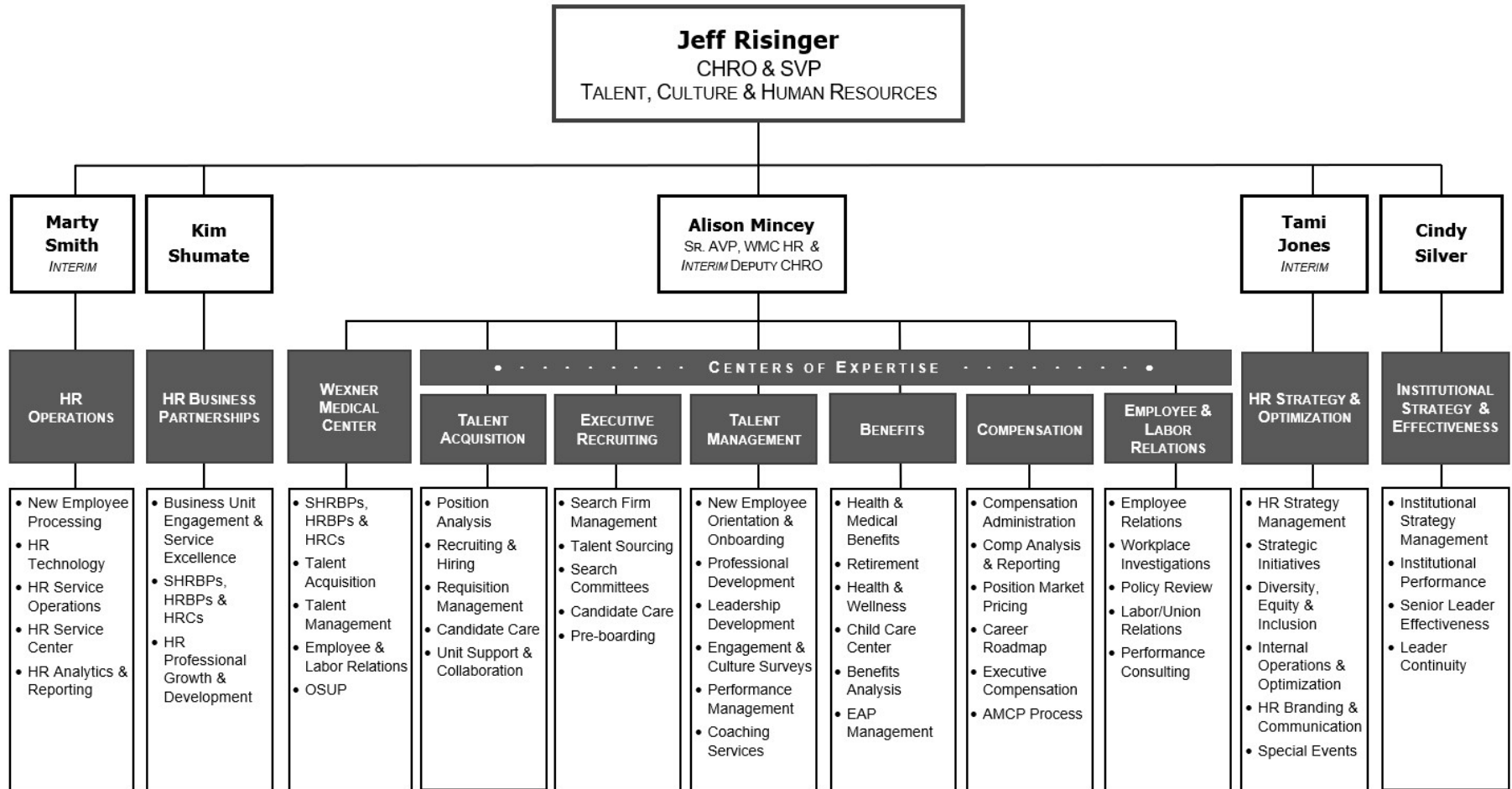
Board of Trustees: Talent, Compensation and Governance Committee





CHRO Direct Reports – *inherited*



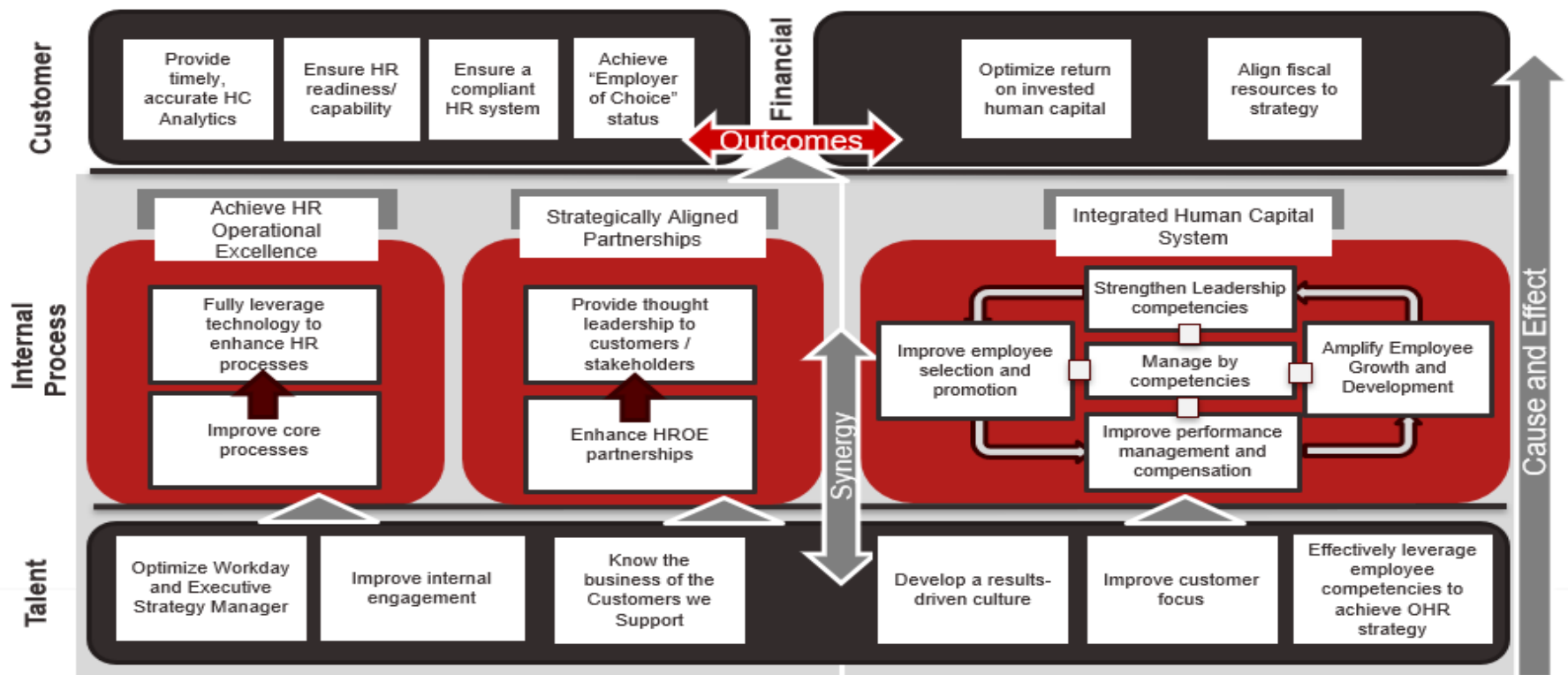




Human Resource Strategy Map

Mission: We lead and support the OSU community through premier Human Resource services that cultivate a great work environment and enhance organization success.

Vision: We are sought out for our Human Resource expertise, services, solutions, and leadership contributing to Ohio State being recognized as one of the greatest places to work.





Workday Optimization Strategy Map *(in development)*

Vision: Successfully Implement the Workday enterprise management system.

Financial

F1. Define financial model for Workday.

F2. Realize staffing efficiencies.

Stakeholders

S1. Researchers

S2. Faculty non researcher

S3. Employees

S4. Manager, Health System Mgr.

S5. Candidates

S6. SFO's

S7. Vendors

S8. University leaders

S9. Report users

S10. Requestors

Procurement

PR3. Achieve optimization of procurement module.

Finance

F3. Achieve optimization of finance modules

Human Resources

H3. Achieve optimization of human resources module.

Payroll

P3. Achieve optimization of payroll module.

Internal Process

Stabilization

PR2. Increase proficiency of end user application.

PR1. Increase adoption and utilization of end user application.

Stabilization

F2. Increase proficiency of end user application.

F1. Increase adoption and utilization of end user application.

Stabilization

H2. Increase proficiency of end user application.

H1. Increase adoption and utilization of end user application.

Stabilization

P2. Increase proficiency of end user application.

P1. Increase adoption and utilization of end user application.

Talent & Technology

T1. Develop leadership capabilities and accountabilities who are associated with the Workday initiative.

T2. Shape the development of a culture that supports the Workday implementation.

T3. Ensure human capital readiness for all Workday implementors.

T4. Develop end users' agile innovation, preceptorship, and reporting skills.

SUMMARY OF ACTIONS TAKEN

August 18, 2021 – Talent, Compensation & Governance Committee Meeting

Members Present:

Hiroyuki Fujita
Lewis Von Thaer

Alexander R. Fischer
John W. Zeiger

Elizabeth P. Kessler
Gary R. Heminger (ex officio)

Members Present via Zoom:

Abigail S. Wexner

Members Absent:

Brent R. Porteus
(joined late, left early)

PUBLIC SESSION

The Talent, Compensation & Governance Committee of The Ohio State University Board of Trustees convened on Wednesday, August 18, 2021, in person at Longaberger Alumni House on the Columbus campus and virtually over Zoom. Committee Chair Hiroyuki Fujita called the meeting to order 11:13 a.m.

Dr. Fujita began the meeting by welcoming Dr. Jeff Risinger as the university's new SVP of Talent, Culture and Human Resources. It was Dr. Risinger's third day with Ohio State. He previously served at Texas A&M University as VP for Human Resources and Organizational Effectiveness.

EXECUTIVE SESSION

It was moved by Dr. Fujita, and seconded by Mr. Zeiger, that the committee recess into executive session to consider business-sensitive trade secrets required to be kept confidential by federal and state statutes, to discuss personnel matters regarding the appointment, employment and compensation of public employees, and to consult with legal counsel regarding pending or imminent litigation.

A roll call vote was taken, and the committee voted to go into executive session, with the following members present and voting: Dr. Fujita, Mr. Von Thaer, Mr. Zeiger, Ms. Kessler and Mr. Heminger. Mr. Fischer and Mr. Porteus were not present for this vote, and Mrs. Wexner could not vote via Zoom.

The committee entered executive session at 11:16 a.m.



PUBLIC SESSION

Dr. Fujita reconvened the committee meeting in public session at 11:51 a.m.

Items for Discussion

1. Annual Trustee Ethics Training: Per the Board's Statement of Ethical Conduct and Leadership Integrity, all trustees are required to participate in ethics education on an annual basis. There are three ways for trustees to fulfill this requirement. The first option is to attend this ethics presentation, which is shared annually during a Talent, Compensation & Governance Committee meeting. For any trustees who were not present at this meeting, they are able to schedule a one-on-one meeting with the Office of University Compliance and Integrity, or they can complete a one-hour online training course offered by the Ohio Ethics Commission. The training was presented by Ohio State SVP and General Counsel Anne Garcia, VP and Chief Compliance Officer Gates Garrity-Rokous, and Ethics Director and Compliance Investigator Jessica Tobias.

(See Attachment X for background information, page XX)

2. Key Critical Searches: Interim HR leader Paul Patton shared updates on the high-level searches that were in motion, including the searches for the positions of the Dean of the College of Social Work and Vice Provost and Dean of the Graduate School.

Items for Action

3. Approval of Minutes: No changes were requested to the May 19, 2021 and July 26, 2021 meeting minutes; therefore, a formal vote was not required, and the minutes were considered approved.
4. Resolution No: 2022-16, Amendments to the *Statement of Expectations*

Preamble

As trustees of The Ohio State University, Board members have one overriding and all-encompassing responsibility: to serve the best interests of the University so that the University, in turn, can serve the best interests of the State of Ohio and society at-large. The Board's principal duty, as fiduciaries, requires loyalty to the University as a whole—not to any particular parts or personal agendas—and an objective, long-term view.

This document is a guide for trustee behavior, a statement of what we ask and expect of one another. Compliance with the principles and practices delineated here will enable the Board to serve and govern the University most effectively. For that reason, above all others, we individually and collectively pledge adherence to the Statement as a commitment to the University and the citizens of Ohio and as a covenant with one another. We aim, through allegiance to the Statement, to ensure due diligence, a culture of constructive inquiry and open discussion, a climate that is respectful of shared governance and University leadership, and an intense focus on matters of strategic importance.

The Board of Trustees strives to function as a collective, cohesive corporate entity. The voices and votes of Board members count equally; no one enjoys special privilege or status except as accorded by the Board as a whole. We recognize that we are not free agents empowered to speak or act on behalf of the Board or the University.

Comportment among Trustees

The Board of Trustees has specific expectations about trustee performance and behavior that apply uniformly to all Board members and facilitate the Board's effectiveness. Every Board member:



- Shall be engaged, informed and thoughtful leaders. Specifically, all trustees shall prepare diligently and participate constructively and collaboratively as a Board member by:
 - Carefully reading and reviewing all relevant materials;
 - Thoughtfully preparing for all Board and committee meetings;
 - Expending the time and effort to understand the issues at hand;
 - Making a good faith effort to attend important campus events and participating in programs and conferences designed to educate and update university trustees;
 - Speaking openly on matters under consideration;
 - Participating actively by asking pertinent questions, offering insights, registering concerns, contributing expertise, and proposing alternative opinions and perspectives;
 - Accepting and competently completing, to the greatest extent possible, assignments from the Board Chair or a Committee Chair.
- Shall foster a culture of inclusivity and curiosity, seeking to better understand this university—its mission, its constituents, and how it is constituted and operates—the unique and ever-changing higher education environment more broadly, as well as the diverse background and perspectives each board member contributes to the collective body.
- May expect from and shall accord to every other Board member civil, respectful treatment, even when trustees have different opinions or recommendations. Civility and respect include:
 - Extending good will to one another;
 - Listening attentively and taking seriously the comments of all trustees;
 - Being open to alternative points of view;
 - Encouraging healthy debate, and seeking no reprisals for dissent;
 - Refraining from publicly or privately disparaging or criticizing fellow trustees or impugning their motives;
 - Refraining from “multi-tasking” during Board and committee meetings.
- Shall adhere to the highest standards of ethical conduct and comply fully with all laws and policies relating to conduct of public officials and university trustees, including, but not limited to, the Ohio Ethics Laws and the Board Statement of Ethical Conduct and Leadership Integrity.
- Shall adhere to the letter and spirit of all Board bylaws, policies, processes and protocols, including, but not limited to, this Statement of Expectations and the Bylaws of the Board of Trustees of The Ohio State University.
- Shall, except for extraordinary reasons, attend all Board meetings and, as assigned, all committee meetings, consistent with the attendance requirements set forth under Ohio Revised Code Section 3.17. When a trustee cannot attend, for instance due to personal illness, family matters, or work-related imperatives, the individual will so inform the Chair with as much advance notice as possible and provide an explanation for the absence. In the event that a board member fails to faithfully attend Board and committee meetings, the matter shall be referred to the Governance Committee.
- Shall, *without exception*, maintain confidentiality. Any information, written or oral, whatever the source, the Board receives or discusses in confidence shall remain in confidence. To ensure candor and trust, no trustee, at any time for any reason, shall disclose points of view privately or confidentially expressed by Board members or officers of the University, particularly with regard to any information shared or topics discussed in executive sessions. Disclosure of confidential information to any person for any reason without the express consent of the Board Chair or the University President violates the public trust placed in the Board collectively and the trust Board members extend to each other.



- Shall be supportive of the precepts of the State's "sunshine laws," and the practice of open discussions at open meetings except when executive sessions are both permissible and warranted.
- Shall have the opportunity to understand and participate in processes associated with the selection of Board officers and the review of the President's performance.
- Shall support the University philanthropically, commensurate with one's means as one expression, among others, of a personal commitment to the University's well-being.
- Shall submit annually to the General Counsel and the Office of University Compliance & Integrity a written declaration of any potential or actual conflicts of interest with respect to the discharge of one's responsibilities as a trustee of the University.

Comportment with the President

A strong working relationship between the University President and the Board of Trustees is paramount to the University's success. The Board recognizes the President as the University's Chief Executive Officer. In general, the Board delegates management of the University to the President, and holds the President accountable for the institution's performance, progress, and well-being. In partnership with the President, the Board will, to the greatest degree possible, focus on strategic opportunities and challenges of paramount significance and, at the same time, minimize the amount of attention accorded operational matters except as necessary to fulfill the Board's fiduciary duties.

The President reports to and serves at the pleasure of the Board, not individual Board members. Publicly, trustees should be supportive and respectful of the President. In executive sessions, trustees should be candid and, as warranted, provide constructive feedback. Performance-related concerns about the President should be presented to the Board Chair. Performance reviews of the President shall occur no less than annually and through a defined process that invites contributions from all Board members and that appraises all Board members of the overall assessment. The Chair (and others the Chair may designate) shall convey the Board's evaluation to the President.

All trustees should seek to develop a comfortable working relationship with the President, but none should ever usurp the role of Board member to offer the President a personal performance review, to advocate personnel actions, to seek or gain special access or favors personally or on behalf of others, or to ensure a particular outcome to a matter under consideration. If a trustee has a relationship with the President (e.g., a business or financial connection) that creates a potential or actual conflict of interest, that information should be disclosed immediately to the General Counsel and the Office of University Compliance & Integrity.

Board members are encouraged to have one-on-one conversations with the President to share information, insights, concerns, and advice, and to build a relationship. However, trustees must not explicitly or implicitly direct the President to reach a particular conclusion or take a particular course of action. Suggestions and observations from Board members are always welcome; directives are never appropriate.



Comportment with Internal Constituents

Both the Board as a whole and trustees singly must strike a balance between the equally undesirable extremes of daily engagement with campus constituents and distant detachment from the life and people of the University. Trustees are encouraged to interact with the University's campus constituents, especially members of the administration, faculty, and student body. However, Board members must exercise great care, particularly when trustees approach constituents rather than vice versa. Under those circumstances, the possibility always exists that constituents will perceive the interaction as an attempt by the trustee to exert influence, seek favors, or prescribe a course of action.

Conversations with internal constituents should honor these guidelines. Trustees should not:

- Breach matters deemed confidential by the Board or its committees.
- Discuss pending Board business or policy matters with constituents without the express authorization of the Board Chair or relevant Committee Chair.
- Take these occasions to advance personal agendas, promote advocacy by constituents, or criticize the President or Board.
- Elicit performance evaluations of any officers or employees of the University. Concerns about the performance at any level of the University should be raised within the Board with questions or concerns then communicated to the President, with the outcome then reported to the Board by the Chair or the President.
- Organize or undertake information-gathering events or activities to solicit constituent views unless authorized to do so by the Board Chair or relevant Committee Chair.
- Be insensitive to the time demands trustee-initiated conversations place on administrators, faculty, and students.

Committee Chairs are free to initiate requests for information necessary to discharge the committee's designated responsibilities. Such requests should always be respectful of administrative lines of authority and demands on administrators' time. Requests for institutional data by individual trustees should be rare. In such cases, trustees should not contact staff independently and directly. Rather, the trustee should route the request through the Board Chair, relevant Committee Chair, Secretary of the Board and/or the President, and proceed only when so authorized and only through established organizational channels.

These guidelines do not preclude personal connections between trustees and members of the campus community which the Board encourages. Instead, such relationships should be clearly personal and distinctly outside the duties of trusteeship.

Comportment with External Constituents

The Board must speak as a single entity. No individual trustee or self-appointed group of trustees shall speak on behalf of the Board or the University. No trustee should be publicly critical of actions taken or decisions made by the Board or President. Board members should not invite or initiate opportunities for personal pronouncements. When asked by constituents, the press, media, or government to represent or speak on behalf of the Board or the University, all trustees, unless specifically designated to do so by the Chair, should demur *without exception*. When presented with concerns about the performance of individuals or offices, trustees should direct constituents to the Office of the Board of Trustees, which will work to connect constituents with the Office of the President and/or President's Cabinet members as appropriate.

Board members shall initiate communication on behalf of the University or in the role of University trustee with external constituencies (the Governor, senior State executives, the Chancellor, Board of Regents, members of the General Assembly, or local or federal officials) *only* with the prior consent of the Board



Chair or President. Should any external constituents contact Board members, trustees should be mindful not to speak on the Board's behalf or otherwise violate the letter or spirit of this Statement. In all instances, Board members should promptly report to the Board Chair any conversations with government officials.

Trustees should not interact with external stakeholders on specific University issues, projects, policies, or concerns unless that interaction occurs directly and expressly as part of a Board- or committee-approved process.

Board members should publicly support the University, the President, and decisions the Board and President reach, even when one holds views or cast votes to the contrary.

Compliance

Because all members of the Board agree to honor the standards, procedures, and expectations stated in this document, compliance is fundamentally voluntary and self-enforced. More broadly, the Governance Committee has overall responsibility to monitor the Board's effectiveness. Toward that end, the Governance Committee will periodically conduct a self-study of the Board's performance that includes compliance with this Statement of Expectations.

A trustee concerned about the comportment of a fellow committee member should speak with the Committee Chair. If the concerns transcend comportment on the committee, the trustee should confer with the Chair of the Governance Committee.

Upon appointment to the Board, and annually thereafter, all members of the Board and its committees will sign an acknowledgement of their commitment to abide by this Statement of Expectations, the Board Statement of Ethical Conduct and Leadership Integrity, the Board's bylaws, and all relevant federal and state laws governing the conduct of university trustees and public officials.

5. Resolution No. 2022-17, Amendments to the *Bylaws of the Board of Trustees*

Synopsis: Approval of the attached amendments to the Bylaws of The Ohio State University Board of Trustees, is proposed.

WHEREAS pursuant to 3335-1-09 (C) of the Administrative Code, the rules and regulations for the university may be adopted, amended or repealed by a majority vote of the University Board of Trustees at any regular meeting of the board; and

WHEREAS a periodic review of the board's bylaws is a governance best practice; and

WHEREAS the last revisions to the Bylaws of the Ohio State University Board of Trustees took place on February 25, 2021:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the attached amendments to the Bylaws of the Ohio State University Board of Trustees.

(See Attachment X for background information, page XX)



6. Resolution No. 2022-18, Ratification of Committee Appointments FY2022-23

BE IT RESOLVED, That the Board of Trustees hereby approves that the ratification of committee appointments for Fiscal Year 2022-2023 are as follows:

Academic Affairs & Student Life:

Brent R. Porteus, Chair
Jeff M.S. Kaplan, Vice Chair
Abigail S. Wexner
Elizabeth P. Kessler
Michael Kiggin
Elizabeth A. Harsh
Reginald A. Wilkinson

TOM B. MITEVSKI

TANNER R. HUNT

Susan Olesik (faculty member)
Gary R. Heminger (ex officio)

Audit, Finance & Investment:

John W. Zeiger, Chair
Erin P. Hoeflinger
Lewis Von Thaer
Jeff M.S. Kaplan
Michael Kiggin

TOM B. MITEVSKI

CARLY G. SOBOL

James D. Klingbeil
Amy Chronis
Kent M. Stahl
Gary R. Heminger (ex officio)

Legal, Risk & Compliance:

Elizabeth P. Kessler, Chair
Alan A. Stockmeister
Jeff M.S. Kaplan
Michael Kiggin
Elizabeth A. Harsh

TOM B. MITEVSKI

TANNER R. HUNT

Gary R. Heminger (ex officio)

Master Planning & Facilities:

Alexander R. Fischer, Chair
James D. Klingbeil, Vice Chair
Brent R. Porteus
Alan A. Stockmeister
Elizabeth A. Harsh
Reginald A. Wilkinson

TANNER R. HUNT

Robert H. Schottenstein
Gary R. Heminger (ex officio)

Research, Innovation & Strategic Partnerships

Lewis Von Thaer, Chair
Erin P. Hoeflinger, Vice Chair
Alexander R. Fischer
Hiroyuki Fujita
Reginald A. Wilkinson

CARLY G. SOBOL

Gary R. Heminger (ex officio)

Talent, Compensation & Governance:

Hiroyuki Fujita, Chair
Lewis Von Thaer, Vice Chair
Brent R. Porteus
Abigail S. Wexner
Alexander R. Fischer
John W. Zeiger
Elizabeth P. Kessler
Gary R. Heminger (ex officio)

Wexner Medical Center:

Leslie H. Wexner, Chair
Abigail S. Wexner
Erin P. Hoeflinger
Hiroyuki Fujita
Alan A. Stockmeister
John W. Zeiger
CARLY G. SOBOL
Stephen D. Steinour
Robert H. Schottenstein
W.G. Jurgensen
Cindy Hilsheimer
Amy Chronis
Gary R. Heminger (ex officio, voting)
Kristina M. Johnson (ex officio, voting)
Harold L. Paz (ex officio, voting)
MELISSA L. GILLIAM (ex officio, voting)
Michael Papadakis (ex officio, voting)



7. Resolution No. 2022-19, 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 May 20, 2021, meeting of the board, including the following appointments and contract updates:

Appointments

Name: Jay M. Anderson
Title: Chief Operating Officer
Unit: Wexner Medical Center
Term: July 1, 2021

Name: Melissa L. Gilliam
Title: Executive Vice President and Provost
Unit: Office of Academic Affairs
Term: August 1, 2021, through July 31, 2026

Name: David G. Horn
Title: Interim Executive Dean
Unit: College of Arts and Sciences
Term: August 1, 2021, through June 30, 2022

Name: Cindy Leavitt
Title: Vice President and Chief Information Officer
Unit: Office of the Chief Information Officer
Term: September 20, 2021

Name: Jeffrey A. Risinger
Title: Senior Vice President for Talent, Culture and Human Resources
Unit: Office of Human Resources
Term: August 16, 2021

Name: Carroll Ann Trotman
Title: Dean
Unit: College of Dentistry
Term: August 15, 2021 through June 30, 2026

Contract Benefit Adjustment

Name: Kristina M. Johnson
Title: President
Unit: The Ohio State University
Effective: September 1, 2021



8. Resolution No. 2022-20, Presidential Review and Compensation

Synopsis: Approval of changes to the president's base compensation and the issuance of a performance award to the president, is proposed.

WHEREAS it is best practice across higher education for a governing board to conduct an annual performance review of the university president; and

WHEREAS the Procedure for Setting and Reviewing Compensation for University Executives authorizes the chair of the Talent, Compensation & Governance Committee to review and approve the total compensation of the president, subject to ratification by the committee and the Board of Trustees; and

WHEREAS under the terms of President Johnson's letter of offer, the president shall be entitled to annual increases in her base salary as determined by the Board of Trustees; and

WHEREAS under the terms of President Johnson's letter of offer, the president shall be eligible for an annual performance award for achieving mutually agreed-upon performance measures; and

WHEREAS pursuant to its charter, the Talent, Compensation & Governance Committee has reviewed the performance of the president for fiscal year 2021 and believes that President Johnson has demonstrated excellent progress and achievement with regard to the performance goals set forth by the president and the Board of Trustees last year; and

WHEREAS the Talent, Compensation & Governance Committee has reviewed and recommends for approval the compensation changes set forth below:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves a base salary increase for the president of \$27,000, which amounts to 3% of her base salary; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves a performance award for the president of \$263,500, which amounts to 35% of her base salary pro-rated based on her start date for Fiscal Year 2021.

(See Attachment X for background information, page XX)

9. Resolution No. 2022-21, Approval of Presidential Goals

Synopsis: Approval of the attached presidential goals for fiscal year 2022, is proposed.

WHEREAS under the terms of President Kristina Johnson's letter of offer, each fiscal year, the president and the Board of Trustees will set forth the president's goals; and

WHEREAS in order to establish these goals, the president is submitting the attached for review and approval by the Board of Trustees; and

WHEREAS once approved by the Board of Trustees, the attached goals will serve as the basis to evaluate the president during her review period:

NOW THEREFORE



BE IT RESOLVED, That the Board of Trustees hereby approves the attached goals, which focus on 1) Academic Excellence, 2) Knowledge Enterprise Excellence, 3) Talent and Culture, 4) Resource Management, and 5) Service.

(See Attachment X for background information, page XX)

Action: Dr. Fujita made a motion to approve the foregoing motions with the understanding that Resolution No. 2022-21, Approval of Presidential Goals, would have an update. The updated resolution was brought forward to the full Board of Trustees on the final consent agenda the following day. For the purposes of this meeting, Mr. Von Thaer seconded Dr. Fujita's motion and the committee adopted the foregoing motions by unanimous voice vote with the following members present and voting: Dr. Fujita, Mr. Von Thaer, Mr. Zeiger, Ms. Kessler and Mr. Heminger. Mr. Porteus and Mr. Fischer were not present for this vote. Mrs. Wexner could not vote via Zoom.

Written Report

In the public session materials, there was one written report shared for the committee to review:

- a. Human Resources Summary

(See Attachment X for background information, page XX)

The meeting adjourned at 12:22 p.m.

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 August 18, 2021, meeting of the Board, including the following appointments and contract updates:

Appointments

Name: Mark Larmore
Title: Interim Co-Leader of The Ohio State University Wexner Medical Center
Unit: Wexner Medical Center
Term: September 9, 2021

Name: Andrew Thomas
Title: Interim Co-Leader of The Ohio State University Wexner Medical Center
Unit: Wexner Medical Center
Term: September 9, 2021

RATIFICATION OF COMMITTEE APPOINTMENTS FY 2022-2023

BE IT RESOLVED, That the Board of Trustees hereby approves that the ratification of committee appointments for Fiscal Year 2022-2023 are as follows:

Academic Affairs & Student Life:

Brent R. Porteus, Chair
Jeff M.S. Kaplan, Vice Chair
Abigail S. Wexner
Elizabeth P. Kessler
Michael Kiggin
Elizabeth A. Harsh
Reginald A. Wilkinson
Tom B. Mitevski
Tanner R. Hunt
Susan Olesik (faculty member)
Gary R. Heminger (ex officio)

Audit, Finance & Investment:

John W. Zeiger, Chair
Erin P. Hoeflinger
Lewis Von Thaeer
Jeff M.S. Kaplan
Michael Kiggin
Tom B. Mitevski
Carly G. Sobol
James D. Klingbeil
Amy Chronis
Kent M. Stahl
Gary R. Heminger (ex officio)

Legal, Risk & Compliance:

Elizabeth P. Kessler, Chair
Alan A. Stockmeister
Jeff M.S. Kaplan
Michael Kiggin
Elizabeth A. Harsh
Tom B. Mitevski
Tanner R. Hunt
Gary R. Heminger (ex officio)

Master Planning & Facilities:

Alexander R. Fischer, Chair
James D. Klingbeil, Vice Chair
Brent R. Porteus
Alan A. Stockmeister
Elizabeth A. Harsh
Reginald A. Wilkinson
Tanner R. Hunt
Robert H. Schottenstein
Gary R. Heminger (ex officio)

Research, Innovation & Strategic Partnerships

Lewis Von Thaeer, Chair
Erin P. Hoeflinger, Vice Chair
Alexander R. Fischer
Hiroyuki Fujita
Reginald A. Wilkinson
Carly G. Sobol
Gary R. Heminger (ex officio)

Talent, Compensation & Governance:

Hiroyuki Fujita, Chair
Lewis Von Thaeer, Vice Chair
Brent R. Porteus
Abigail S. Wexner
Alexander R. Fischer
John W. Zeiger
Elizabeth P. Kessler
Gary R. Heminger (ex officio)

RATIFICATION OF COMMITTEE APPOINTMENTS FY2022-2023 (CONT)

Wexner Medical Center:

Leslie H. Wexner, Chair

Abigail S. Wexner

Erin P. Hoeflinger

Hiroyuki Fujita

Alan A. Stockmeister

John W. Zeiger

Carly G. Sobol

Stephen D. Steinour

Robert H. Schottenstein

W.G. Jurgensen

Cindy Hilsheimer

Amy Chronis

Gary R. Heminger (ex officio, voting)

Kristina M. Johnson (ex officio, voting)

Melissa L. Gilliam (ex officio, voting)

Michael Papadakis (ex officio, voting)

MARK LARMORE / ANDREW THOMAS (ex officio, voting)

Human Resources Summary Report

Talent, Compensation and Governance Committee

November 2021

The following overview of Human Resource initiatives has been prepared for the Talent, Compensation and Governance committee of the Board of Trustees to summarize important updates since the last committee meeting.

In addition to updates that align with the HR strategic plan (2018-2023) there is also a brief update on the work of the HR Return to Campus Task Force. During Autumn 2021 semester, the focus of HR shifted to vaccination requirement compliance along with continued guidance on health and safety protocols as more of the Ohio State community returned to campus.

Additionally, data and metrics with current analytics, specific to workforce demographics have been updated as of October 2021. The content outlined in this report is inclusive of HR efforts across all campus locations and the Wexner Medical Center.

Since joining Ohio State in August, I have listened to the input of stakeholders from across campus representing both internal and external perspectives and assessed their feedback on the current state of HR, its reputation as a service provider and as an employee experience for HR staff. I am appreciative of the candor consistently shared with openness and support, which have helped inform the approach that will guide our path forward.

On October 15, 2021, I announced an interim HR structure along with several leadership updates to address some of the more immediate needs expressed through the input received. A brief overview of that announcement is also included in this report.

I am confident in the leaders and talent we have in HR and optimistic about the work ahead of us to influence and deliver positive change. We will be mindful and deliberate as we chart a refreshed strategy. I look forward to sharing our progress with you along this journey.

Thank you for the warm welcome extended to me during this period of onboarding and transition as well as your steadfast commitment to the success of the Ohio State community.

Kind regards,

Jeff

Jeff Risinger, PhD
Senior Vice President,
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.

Leadership Development and Manager Training Portal

The development of Phase I of the multi-modal Leadership Development curriculum titled Advancing Managers Program (AMP) for early career managers at Ohio State is complete. The curriculum consists of a participant/manager kick-off, participant self-assessment, and five core modules followed by self-paced modules.

The first pilot of the Advancing Managers Program began in July with 23 participants. In follow-up of the first five core modules, 97% of participants surveyed were either satisfied or extremely satisfied. The first cohort is moving on to their self-paced portion of the program.

The second cohort kicked off in September with 22 participants. The second cohort also includes involvement with the participant's leaders to assist with the transfer of the learning back on the job utilizing a "Leader's Guide."

Four cohorts a year will participate in AMP -- HR can actualize segments of the breadth of tactics under each strategic pillar in the following ways:

- **Leadership Development:**
Develop high performing faculty and staff into leaders and positive influencers.
- **Inclusive Work**
Implement a manager toolkit that empowers leaders to develop inclusive and engaging work environments.
- **Innovative Workplace Practices**
Integrate Wellness initiatives throughout the Employee Lifecycle.
- **Performance & Growth:**
Provide leaders with a toolkit for performance and growth.

To support the Leadership Development strategy, enhancements to the Gateway to Learning website and the new Manager Portal *design* will begin at the end of Q1.

Leader Listening Series: Viewpoints

A new leadership series is in the design phase to promote various topics and perspectives through active listening with the intent to take positive action (Topics: Belonging; Career Development; Psychological Safety; Innovative Workplace Practices).

Staff Development

In partnership with USAC, the one-year contract with LinkedIn Learning has been signed and communicated through the July USAC newsletter. Communications for LinkedIn learning licenses is ongoing and to date we have 417 licenses distributed across the organization.

Talent Acquisition

Recruiting

Over the last three months, we have continued to evolve the recruiting support for the organization to meet the growth needs of the colleges and business units. There has been a specific focus on hiring experienced recruiting talent who are dedicated to better supporting the increased talent acquisition needs of the enterprise.

For 2022, our focus in recruiting will be continuing to identify and implement new and innovative recruitment practices to further streamline the hiring and onboarding experience.



HR Excellence

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

HR Service Delivery

Ohio State's shared service operation continues to implement ongoing improvements to raise operational efficiency and effectiveness. Efforts are two-fold focused both on immediate relief of challenges impacting operations and on key areas of 'root-cause' opportunity.

The start of Autumn semester has brought the expected surge in hiring, benefits enrollment, and foot traffic to HR. The HR Connection lobby began welcoming customers in person on August 1, and the HR Connection phone line was updated to offer additional options to better support Ohio State employees, job seekers, and unit HR professionals. Over 12,000 phone calls were received in HR Connection during the month of August. This number settled back to the more normal average of 10,000 calls per month for September. The team is preparing for another surge in volume as the annual benefits open enrollment process is set to open on November 1 (representing the first-time open enrollment is completed by employees in Workday).

Consistency in business process is producing data not available prior to the Workday implementation, and this data is being used to refine the HR delivery model, resource levels, and scope determination. This data is also being used to identify the priority areas for system and process enhancements.

The need for additional training in both system and context continues to be highlighted in feedback and validated by data. Transaction errors are driving focus areas for targeted training while an overall (re)training surge is being planned for all Workday stakeholders.

Opportunity Areas

- **Workday Training:** The need for improvements in training is evident in much of the feedback around Workday dissatisfaction. Data around the impact of transactional errors – such as incorrect pay cases or requests for off-cycle checks – validates this need and will be used to objectively measure effectiveness of improvement efforts. Plans to implement both focused retraining as well as an ongoing training capability are underway.
- **Prioritization of Improvements:** While lists of improvement requests are quite long, careful evaluation and balance must identify what changes to make as soon as possible and what changes can be evaluated later (perhaps after a focused training effort has been re-introduced).



Total Rewards

Ensure competitive Total Rewards while balancing fiscal responsibility.

Career Roadmap

Ohio State's Career Roadmap will be a new approach for hiring, managing and developing staff. The scope of Career Roadmap focuses on 26,000 staff positions across the medical center, main campus and regional campuses. Not included are physicians, faculty, executives, athletic coaches, student employees or bargaining units.

Career Roadmap will be implemented in 2022. The final months of development will include significant change management efforts.

An updated compensation policy will include changes covering salary administration, additional compensation and staff recognition. A public review of the updated policy by the university community is expected in the coming months.

In September 2021, the project team began preparing stakeholders for the manager and employee review period. This phase will be the opportunity for staff to review how they are mapped and agree with or suggest changes.

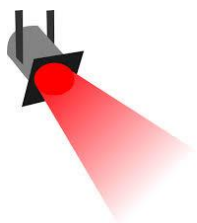
In preparation, 150 HR partners and 2,000 managers have received training on Career Roadmap fundamentals and the employee review process. An additional 2,600 managers have access to the recorded training. A second round of manager training will be held in November and will focus on using pay ranges to confirm mapping decisions.

Prior to their initial mapping notification, staff will also receive training, and an all-staff town hall will be hosted by the University Staff Advisory Council with Jeff Risinger, Senior Vice President of Talent, Culture and Human Resources.

Implementing Career Roadmap as Ohio State's job catalog and compensation structure will bring visible career paths, market relevance, common language and regulatory compliance. The university's current system relies on out-of-date job classification and pay structures with poor visibility to the market position of base pay.

The pay ranges in the catalog will be reviewed annually, informed by industry-leading market research, and updated as appropriate. Standardized pay ranges and job functions will foster equity across colleges and units.

We appreciate the Board's commitment to this initiative and its continued support of these changes as a university strategy.



HR Spotlight: COVID-19 Vaccine Requirement & Compliance

The university announced in autumn semester 2021 a requirement that all students, faculty and staff be vaccinated for COVID-19 by October 15, 2021. The requirement provided a reporting element as well as a process for exemptions from the vaccine for medical, religious or personal reasons.

An exemption process was established, and all students, faculty and staff were required to either have a granted exemption or have the at least the first dose of a two-dose vaccine by October 15, 2021. Second doses were required to be completed by November 15, 2021.

The HR team led and supported this initiative by taking a leadership role as an executive sponsor; co-leading the vaccination response team; helping to develop and implement the programs, compliance measures and communications for the initiative; supporting leaders, managers and employees with compliance and helping to document the overall response. The team continues to support the implementation of the initiative, through managing compliance for faculty and staff with the requirement and assisting compliance activities for those who have been granted exemptions and for new employees.

As of October 15th, more than 90% of students, faculty and staff were compliant with the vaccine requirement. Exemptions were granted for several thousand students, faculty and staff. Those with exemptions were required to complete an e-Learning on COVID-19 vaccines, wear masks indoors at all times, and complete a weekly COVID-19 test beginning the week of October 25th.

Additionally, compliance measures were established for any student, faculty or staff member who failed to comply with the vaccine requirement. Effective disciplinary measures included restriction from campus activities, denial of access to IT resources and up to and including termination of employment. A full communications and personal assistance plan to comply with the requirement was implemented.

As we transition from fall to spring semester, the HR team will continue to support compliance efforts and become increasingly engaged in individual support and management of those employees who remain out of compliance with the vaccine requirement.

October 2021 HR Structure Update

Several organization updates were announced on October 15, 2021, in support of a new HR structure for Ohio State focused on:

- providing quality HR service to our faculty and staff
- further developing the HR centers of expertise; and
- strengthening our HR community to foster creativity, collaboration, innovation and accountability

The goal of the updated HR organizational structure is to work more collaboratively across the enterprise to meet the unique and diverse needs of our customers.

By further aligning our collective HR expertise and resources across all campuses consistent with President Johnson's 10-year strategic vision to operate more fully as one cohesive university, we will experience and impact much desired positive change.

The structural design focuses on 5 key organizational elements – including three core service areas:

- Centers of Expertise
- HR Operations
- HR Business Partnerships

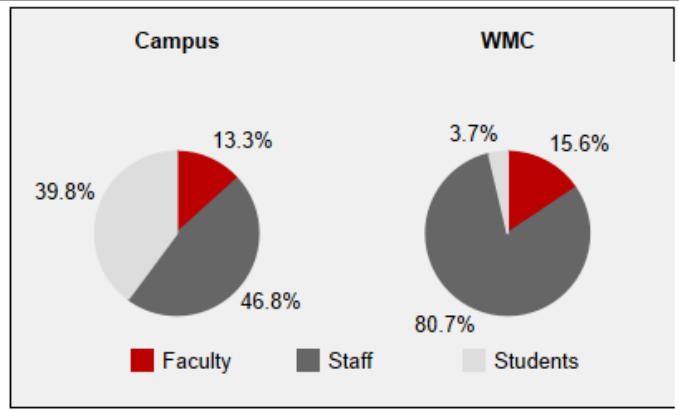
To support the functionality of these core service areas, there is also a function devoted to each of the following areas:

- HR Strategy and Optimization
- Institutional Strategy and Effectiveness

Summary of Total University Employee Headcount

Headcount by Employee Category

	Campus	WMC	Grand Total
Faculty	4,330	3,573	7,903
Staff	15,236	18,485	33,721
Students	12,957	838	13,795
Grand Total	32,523	22,896	55,419

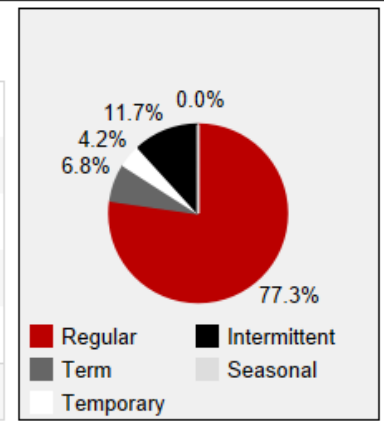


Headcount by Job Family Group

Academic	7,903	16.7%
Classified	3,116	7.8%
Executives Board Purview	51	0.1%
Executives Non-Board Pu..	127	0.3%
Nonemployee	954	0.0%
Post Doctoral	587	1.5%
Students	13,795	13.2%
Unclassified	22,937	46.6%
Unions	5,949	13.6%
Grand Total	55,419	

Headcount* by Employee Type

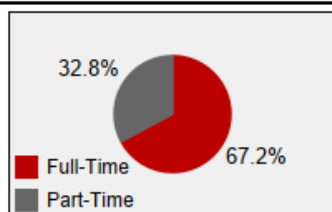
Regular	32,172
Term	2,828
Temporary	1,736
Intermittent	4,881
Seasonal	7
Grand Total	41,624



Headcount* by Full-Time

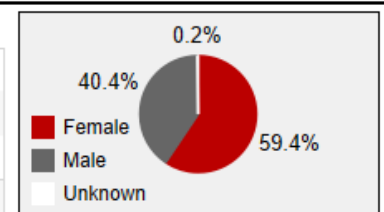
Full-Time = 100%

Full-Time	27,974
Part-Time	13,650
Grand Total	41,624



Headcount* by Sex

Female	24,740
Male	16,802
Unknown	82
Grand Total	41,624



Headcount* by Race/Ethnicity

American Indian or Alaska Native	69	0.2%
Asian	3,050	7.3%
Black or African American	4,154	10.0%
Hispanic or Latino	1,358	3.3%
Native Hawaiian or Other Pacific Islander	23	0.1%
Two or More Races	806	1.9%
Undisclosed	2,843	6.8%
White	29,321	70.4%
Grand Total	41,624	

Headcount* by Age

<Thirty	8,114	19.5%
Thirties	11,538	27.7%
Forties	8,949	21.5%
Fifties	7,777	18.7%
Sixties	4,354	10.5%
Seventy+	892	2.1%
Grand Total	41,624	

* Excludes students
Data as of September 30, 2021