

**WEDNESDAY, MAY 18, 2022**  
**TALENT, COMPENSATION & GOVERNANCE COMMITTEE MEETING**

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

Location: WOSU Livestream or  
Sanders Grand Lounge, Longaberger Alumni House

Time: 11:00am-12:30pm

**Executive Session**

11:00am-12:00pm

**Public Session**

*ITEMS FOR DISCUSSION*

- |  |                |
|--|----------------|
| 1. <i>Human Resources and Workday Optimization Update – Dr. Jeff Risinger</i>                                | 12:00-12:10 pm |
| 2. <i>Key Critical Searches – Dr. Jeff Risinger</i>  | 12:10-12:15 pm |
| 3. <i>Graduate/Professional Student Trustee Search Update – Dr. Carly Sobol</i>                              | 12:15-12:20 pm |
| 4. <i>Report on Departing Trustees and Election of Officers – Dr. Hiroyuki Fujita,<br/>Mr. Lou Von Thaer</i> | 12:20-12:25pm  |

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

*ITEMS FOR ACTION*

12:25-12:30pm

- |   |  |
|---|--|
| 5. Approval of February 2022 Committee Meetings Minutes – Dr. Hiroyuki Fujita |  |
| 6. <b>Hand-Carry:</b> Approval of Personnel Actions – Dr. Jeff Risinger       |  |



**THE OHIO STATE UNIVERSITY**

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HUMAN RESOURCES

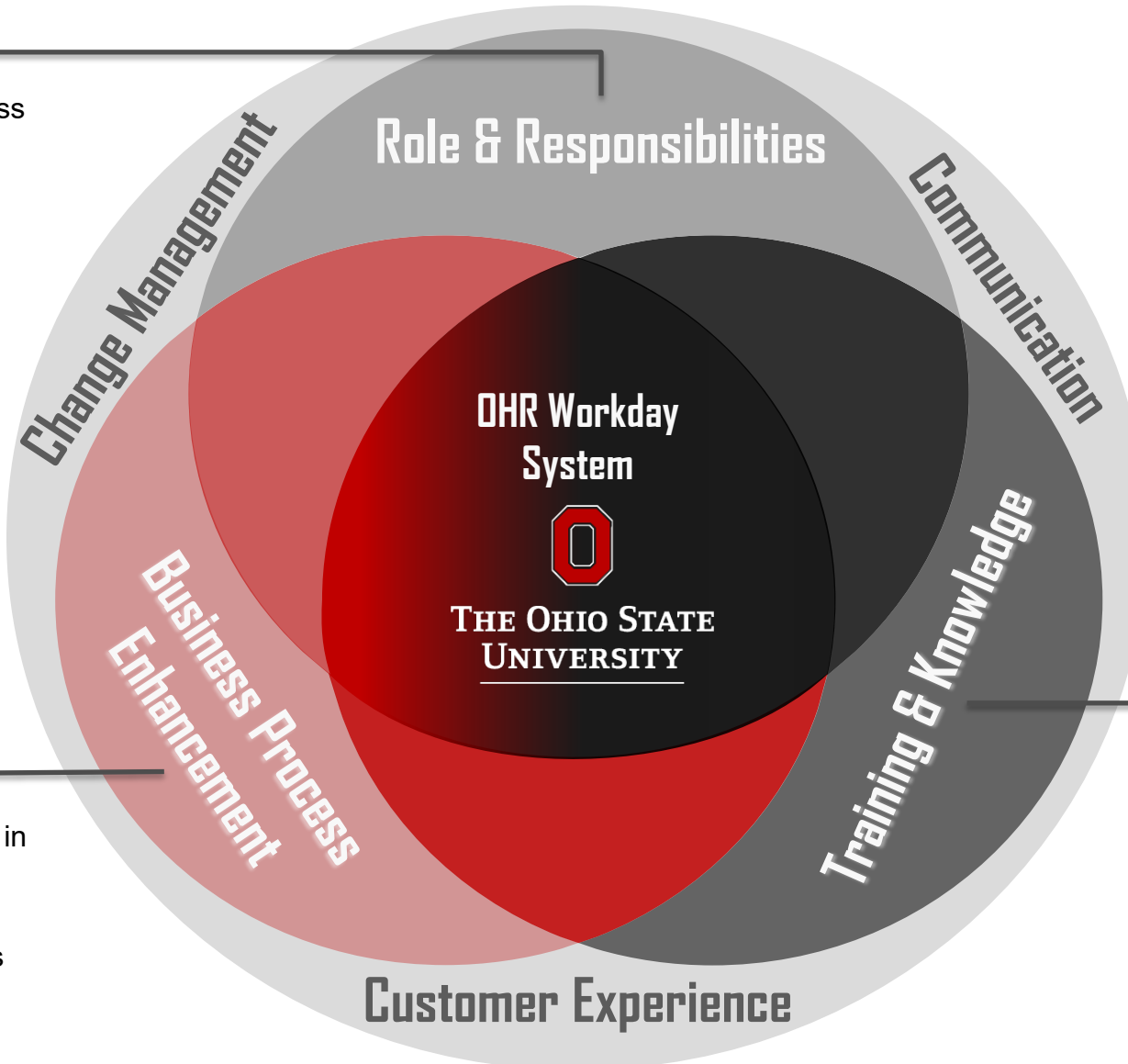
# Human Resources & Workday Optimization Update

May 18, 2022



**RACI**

- Role clarity and accountability awareness
- Appropriate and clear decision making, reduction in duplication of effort, and streamlined communication



**System Proficiency**

- Design and implement a strategic and proactive approach to deliver needed training and expertise
- Empower users to interact with the system in a confident and trusted manner



**Optimization**

- Align and enhance business processes in a collaborative environment
- Continual refinement and innovation to deliver a system that is trusted by users and serves their needs





### **Near-Term Wins:**

- RACI effort well underway and bringing clarity to roles and responsibilities within HR
- Shared Service Model adjustments in motion to remove management layers and ensure greater alignment of work
  - Model incorporates medical center specific teams to ensure appropriate attention is paid to the unique needs of that workforce
- Student Employment Center will be implemented this summer, using existing staff and student employees, to support the hiring of our 10,500+ student employees in FY 23
- Significant improvements to GA hiring, offer and onboarding process for the fall
- Training efforts underway given feedback received from HR Community surrounding gaps

### **Longer-Term Strategies:**

- Completion of RACI effort and right-sizing of work and teams based on customer expectations and HR Strategy
- Build out of HR Training Team to ensure appropriate attention is given to training deficiencies both internal and external to HR
- Continued evaluation of security roles and access levels to ensure we have created an efficient model that allows for flexibility and business differences across our enterprise



## **SUMMARY OF ACTIONS TAKEN**

*February 9, 2022 – Talent, Compensation & Governance Committee Meeting*

### **Members Present:**

Hiroyuki Fujita  
Lewis Von Thaer

Alexander R. Fischer  
John W. Zeiger (joined late)

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

### **Members Present via Zoom:**

Abigail S. Wexner (joined late)

### **Members Absent:**

Brent R. Porteus

## **PUBLIC SESSION**

The Talent, Compensation & Governance Committee of The Ohio State University Board of Trustees convened on Wednesday, February 9, 2022, in person at Longaberger Alumni House on the Columbus campus. Committee Chair Hiroyuki Fujita called the meeting to order 11:05 a.m.

## **EXECUTIVE SESSION**

It was moved by Dr. Fujita, and seconded by Mr. Von Thaer, that the committee recess into executive session to discuss 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. Fischer, Ms. Kessler and Mr. Heminger. Ms. Wexner and Mr. Zeiger were not present for this vote.

The committee entered executive session at 11:07 a.m.

## **PUBLIC SESSION**

Dr. Fujita reconvened the committee meeting in public session at 12:17 p.m.

### ***Items for Discussion***

1. Graduate and Professional Student Trustee Search: Carly Sobol, the Board's current Graduate Student Trustee, gave an update to the committee on the status of the search for her successor. The Student Trustee Selection Committee was in the process of conducting a blind review of the applications that had been submitted and was scheduled to meet in two weeks to select the top 10.



2. Workday Optimization: Dr. Jeff Risinger, Senior Vice President for Talent, Culture and Human Resources, discussed the latest efforts to optimize Workday. Ohio State recently completed its first Open Enrollment with Workday and approximately 25,000 transactions were executed with mostly positive feedback. Dr. Risinger explained that the true path to success with Workday is getting the 600 to 700 people who touch the system every day fully up to speed and knowledgeable about how to use it. The COVID-19 pandemic prevented that to a certain extent, so Human Resources is moving quickly to remedy that situation and plans to reallocate resources from the Workday Student project to help form the core of a Workday training team. Additionally, a new Associate Vice President for HR Shared Services has been hired to serve as the senior leader over Workday. Dr. Risinger remains confident that in this performance cycle the university will see a stabilized Workday system on its way to optimization.
  
3. Key Critical Searches: Dr. Risinger highlighted nine high-level searches that are underway, including two searches led by Isaacson Miller for the Dean of the College of Arts & Sciences and the Executive Vice President & CEO of the Wexner Medical Center. The search for the new Chief Financial Officer of the Wexner Medical Center is also underway, conducted by Spencer Stuart; Storbeck Search is leading the search for the next Dean of the College of Social Work; and WittKieffer is leading the search for the Vice Provost for Graduate Studies and Dean of the Graduate School. Other critical searches, some of which are being sourced internally, include the Senior Vice Provost for Faculty Eminence, the Vice President for Inclusive Excellence, the Vice Provost & Dean for Undergraduate Education, and the Executive Director of the Wexner Center for the Arts.
  
4. Compensation & Benefits: Dr. Risinger discussed Career Roadmap, which is intended to put in place a comprehensive infrastructure for compensation management across the organization. In the near future, the university will be reaching out directly to employees about how their positions have been mapped to certain titles and pay ranges and any resulting changes as part of this project.

#### **Items for Action**

5. Approval of Minutes: No changes were requested to the November 17, 2021, meeting minutes; therefore, a formal vote was not required, and the minutes were considered approved.
  
6. Resolution No. 2022-90, Ratification of Committee Appointments FY2022-2023

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  
Elizabeth A. Harsh  
Reginald A. Wilkinson  
Michael Kiggin  
Tom B. Mitevski  
Tanner R. Hunt  
**SUSAN E. COLE** (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  
Elizabeth A. Harsh  
Michael Kiggin  
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  
**PHILLIP POPOVICH** (faculty member)  
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
- Hiroiyuki 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)

7. Resolution No. 2022-91, 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 17, 2021, meeting of the board, including the following appointments and contract updates:

Appointments

Name:	Damon Jaggars
Title:	Interim Vice Provost for Student Academic Success and Dean of Undergraduate Education
Unit:	Office of Academic Affairs
Term:	November 8, 2021

8. Resolution No. 2022-92, Amendment and Restatement of The Ohio State University Amended and Restated 403(b) Retirement Plan

Synopsis: Approval of the amendment and restatement of The Ohio State University Amended and Restated 403(b) Deferred Compensation Plan (“Plan”) is proposed.

WHEREAS The Ohio State University (the “Employer”) maintains The Ohio State University Amended and Restated 403(b) Retirement Plan, which was most recently amended and restated effective as of January 1, 2016, and subsequently amended effective June 8, 2018 and January 1, 2020; and

WHEREAS pursuant to Section 12.2 of the Plan, the Employer has the authority to amend the Plan from time to time; and

WHEREAS the Employer desires to amend and restate the Plan to incorporate prior amendments, include optional Roth contributions for employees and enhance compliance with the Internal Revenue Code, and other applicable laws, regulations, and administrative authority:



NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the amendment and restatement of the Plan, in substantially the form attached hereto, be, and hereby is, adopted effective as of January 1, 2022; and

BE IT FURTHER RESOLVED, That the Senior Vice President for Business and Finance and Chief Financial Officer is hereby authorized to execute the amended and restated Plan and any other agreements, certificates, instruments, documents, or conveyances necessary to effectuate or carry out the purpose and intent of this resolution.

(See Attachment X for background information, page XX)

9. Resolution No. 2022-93, Amendment and Restatement of The Ohio State University Amended and Restated 457(b) Deferred Compensation Plan

Synopsis: Approval of the amendment and restatement of The Ohio State University Amended and Restated 457(b) Deferred Compensation Plan (“Plan”) is proposed.

WHEREAS The Ohio State University (the “Employer”) maintains The Ohio State University Amended and Restated 457(b) Deferred Compensation Plan, which was most recently amended and restated effective as of January 1, 2016, and subsequently amended effective January 1, 2020; and

WHEREAS pursuant to Section 10.01 of the Plan, the Employer has the authority to amend the Plan from time to time; and

WHEREAS the Employer desires to amend and restate the Plan to incorporate prior amendments, include optional Roth contributions for employees and enhance compliance with the Internal Revenue Code, and other applicable laws, regulations, and administrative authority:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the amendment and restatement of the Plan, in substantially the form attached hereto, be, and hereby is, adopted effective as of January 1, 2022; and

BE IT FURTHER RESOLVED, That the Senior Vice President for Business and Finance and Chief Financial Officer is hereby authorized to execute the amended and restated Plan and any other agreements, certificates, instruments, documents, or conveyances necessary to effectuate or carry out the purpose and intent of this resolution.

(See Attachment X for background information, page XX)

10. Resolution No. 2022-94, Amendment and Restatement of The Ohio State University Alternative Retirement Plan

Synopsis: Approval of the Second Amendment to The Ohio State University Alternative Retirement Plan as amended and restated effective January 1, 2016, and restatement of The Ohio State University Alternative Retirement Plan effective January 1, 2022 are proposed.

WHEREAS The Ohio State University (the “Employer”) maintains The Ohio State University Alternate Retirement Plan (the “Plan”), which was most recently amended and restated effective January 1, 2016, and subsequently amended effective June 22, 2020; and

WHEREAS the Employer has the ability to amend and restate the Plan from time to time pursuant to Section 8.3 of the Plan; and

WHEREAS the Employer desires to amend and restate the Plan to comply with the Internal Revenue Code (“Code”) of 1986, and other applicable laws, regulations, and administrative authority and to make certain administrative changes:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the Second Amendment to the Plan (2016) effective January 1, 2020, and restatement of the Plan effective January 1, 2022, in substantially the form attached hereto; and

BE IT FURTHER RESOLVED, That the Senior Vice President for Business and Finance and Chief Financial Officer is hereby authorized to execute the amendment and restated Plan and any other agreements, certificates, instruments, documents, or conveyances necessary to effectuate or carry out the purpose and intent of this resolution.

(See Attachment X for background information, page XX)

11. Resolution No. 2022-95, Fourth Amendments of The Ohio State University Retirement Continuation Plans

Synopsis: Approval of the Fourth Amendment of The Ohio State University Retirement Continuation Plan and The Ohio State University Retirement Continuation Plan II (the “Plans” or “RCP” and “RCP II,” respectively) is proposed.

WHEREAS The Ohio State University (the “Employer”) originally adopted the RCP effective July 1, 2001, and the RCP II effective September 1, 2012; and

WHEREAS the Plans were most recently amended and restated effective as of February 1, 2016, and subsequently amended effective as of February 1, 2016, January 1, 2020 and March 1, 2021; and

WHEREAS under Section 15.01(a) of each Plan, the Employer has the authority to amend the Plans from time to time:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the Fourth Amendments to the Plans, in the form attached hereto, be and hereby are, adopted effective as of January 1, 2022; and

BE IT FURTHER RESOLVED, That the Senior Vice President for Business and Finance and Chief Financial Officer is hereby authorized to execute these amendments to the Plans and any other agreements, certificates, instruments, documents, or conveyances necessary to effectuate or carry out the purpose and intent of this resolution.

(See Attachment X for background information, page XX)

12. Resolution No. 2022-96, First Amendments of The Ohio State University Supplemental 415(m) Retirement Plans

Synopsis: Approval of First Amendments of The Ohio State University Supplemental 415(m) Retirement Plan and The Ohio State University Supplemental 415(m) Retirement Plan II (the “Plans” or “415(m) Plan” and “415(m) Plan II,” respectively) is proposed.

WHEREAS The Ohio State University (the “Employer”) maintains the 415(m) Plan and 415(m) Plan II, both effective as of July 1, 2001, and amended and restated effective as of February 1, 2016; and

WHEREAS pursuant to Section 10.01 of the Plans, the Employer has the right to amend the Plans; and

WHEREAS the Employer desires to amend the Plans in the form attached hereto to clarify certain provisions regarding elected distribution dates:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the First Amendments to the Plans, in the form attached hereto, be and hereby are, adopted effective as of February 1, 2016 (the “Effective Date”); and

BE IT FURTHER RESOLVED, That the Senior Vice President for Business and Finance and Chief Financial Officer is hereby authorized to execute these amendments to the Plans and any other agreements, certificates, instruments, documents, or conveyances necessary to effectuate or carry out the purpose and intent of the resolution.

(See Attachment X for background information, page XX)

13. Resolution No. 2022-97, Amendment and Restatement of The Ohio State University Annuity Premium Benefit LTD Plan

Synopsis: Approval of the amendment and restatement of The Ohio State University Annuity Premium Benefit LTD Plan (“Plan”) is proposed.

WHEREAS The Ohio State University (the “Employer”) maintains The Ohio State University Annuity Premium Benefit LTD Plan (the “Plan”), a plan organized under Section 403(b) of the Internal Revenue Code (the “Code”) providing long term disability benefits to certain Participants, which was established effective January 1, 2004 and closed to new Participants as of June 30, 2006; and

WHEREAS pursuant to Section 9.02 of the Plan, the Employer has the authority to amend and restate the Plan from time to time; and

WHEREAS the Employer desires to amend and restate the Plan to further document terms of the Plan’s insurance booklet-certificate and enhance compliance with the Internal Revenue Code, and other applicable laws, regulations, and administrative authority:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the amendment and restatement of the Plan, in substantially the form attached hereto, be, and hereby is, adopted effective as of January 1, 2022; and

BE IT FURTHER RESOLVED, That the Senior Vice President for Business and Finance and Chief Financial Officer is hereby authorized to execute the amended and restated Plan and any other agreements, certificates, instruments, documents, or conveyances necessary to effectuate or carry out the purpose and intent of this resolution, as well as achieve a favorable determination from the Internal Revenue Service regarding qualification under Section 403(b) of the Code, as necessary.

(See Attachment X for background information, page XX)

14. Resolution No. 2022-98, Adoption of the Ohio Public Employees Deferred Compensation 457(b) Plan Exhibit B (Roth Election)

Synopsis: Approval of Exhibit B to the Ohio Public Employees Deferred Compensation Program 457(b) Plan Adoption Agreement is proposed.

WHEREAS the Ohio Public Employees Deferred Compensation Program (the "Program") maintains a 457(b) plan (the "Plan") that eligible employers may adopt for eligible employees; and

WHEREAS The Ohio State University is an Eligible Employer that participates in the Plan under the Program and desires to allow Roth contributions, as expressed by the adoption of Exhibit B to the Plan's Adoption Agreement:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves Exhibit B, in substantially the form attached hereto, be, and hereby is, adopted effective as of the signature date; and

BE IT FURTHER RESOLVED, That the Senior Vice President for Business and Finance and Chief Financial Officer is hereby authorized to execute Exhibit B and any other agreements, certificates, instruments, documents, or conveyances necessary to effectuate or carry out the purpose and intent of this resolution.

(See Attachment X for background information, page XX)

**Action:** Upon the motion of Dr. Fujita, seconded by Mr. Von Thaeer, the foregoing motions were adopted by voice vote with the following members present and voting: Dr. Fujita, Mr. Von Thaeer, Mrs. Wexner, Mr. Zeiger, Ms. Kessler and Mr. Heminger. Mr. Fischer was not present for this vote.

**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 committee adjourned at 12:35 p.m.

# Human Resources Summary Report

Talent, Compensation and Governance Committee  
Board of Trustees  
May 2022

This overview of priority initiatives for Ohio State Human Resources has been prepared for the Talent, Compensation and Governance (TCG) committee of the Board of Trustees to summarize important progress since the last committee meeting.

The topics of the May 2022 summary report reflect current priorities anticipated to be of strategic focus throughout the calendar year and beyond.

These include:

- Institutional Strategy and Executive Performance Management
- HR Business Process Optimization
- Career Roadmap

An updated overview of workplace demographic data and metrics is also outlined.

The content in this report is inclusive of HR staff efforts across all campus locations and the Wexner Medical Center.

Moving forward the timing for this report will shift to the mid-point between scheduled meetings to provide timely updates. I welcome your questions and feedback at any time.

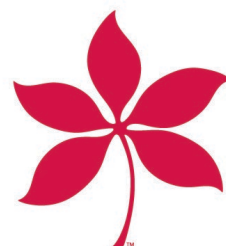
Kind regards,

*Jeff*

Jeff Risinger, PhD  
Senior Vice President,  
Talent, Culture & Human Resources



THE OHIO STATE UNIVERSITY  
HUMAN RESOURCES



# Ohio State Human Resources Priority Initiative Summary Report

## **Institutional Strategy**

The Institutional Strategy & Performance function within the Office of Human Resources facilitated a retreat with the President and her cabinet to develop and refine measures and metrics for the major pillars of the institutional strategy. The group also assisted with the refinement of the institutional strategy map.

Currently, the group is actively engaged in assisting the provost in developing an academic plan focused on key strategic priority areas, aligned with the president's five excellences.

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Since February 2022, we have completed several critical steps towards operationalization of the new, enterprise-wide approach to driving strategy to action:

- Identified initial metrics for the institutional strategy map
- Established metrics for the HR and Workday strategy maps and completed preliminary scoping of initiatives to drive outcomes
- Developed the Institutional Performance workflow to drive leader engagement and sponsorship
- Launched searches for two strategy management staff positions to enable early progress

The balanced scorecard framework is in development.

Strategy map development in key cabinet areas is planned for the coming months.

We thank the board for their continued support of this innovative, holistic system for planning and managing the university's approach to strategy.

## **Executive Performance Management**

The President conducted mid-point performance conversations with all members of her cabinet between the end of February and the end of April. The conversations were robust and focused on progress toward both the institution's goals as well as the cabinet member's unit goals.

The CHRO, Dr. Jeff Risinger, participated in these conversations, to facilitate a forward look at each person's aspirations for the coming year.

## HR Business Process Optimization

Improve the transactional accuracy and operational efficiency of Human Resources services through the optimization of core HR and Workday business processes.

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The Business Process Optimization project focuses on improving the experience for our end users; increasing our efficiency and effectiveness; increasing our abilities both internal and external to central HR in the use of HR Technology; and creating an engagement mechanism to renew the sense of ownership, innovation and opportunity within our HR teams.

Since this project kicked off, eleven workgroups formed with the purpose to data gather and brainstorm solutions for the most critical needs. The workgroups were comprised of various HR disciplines and backgrounds to gain an inclusive perspective on the pain points identified.

Workgroup discussions about prioritization, early solutioning, non-technological gaps and needs such as role clarity issues or communication and training needs are progressing and are beginning to transition to projects or teams, as appropriate.

Overall, HR is working to build a lasting framework and commitment to process improvement, stakeholder engagement, efficiency and iterative technological advancements to create a better HR experience.

## Career Roadmap

Launching in fall 2022, Ohio State's Career Roadmap will deliver a new systemic approach for consistently 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. Implementation of Career Roadmap will take place in November 2022.

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Nearly 26,000 staff received a DocuSign letter on March 8 with their assigned Career Roadmap job profile. The dedicated training and change management efforts that occurred in the prior months provided a strong foundation of understanding and resulted in more than 85% of staff agreeing with their assigned job profile. The approximately 3,700 who disagreed were sent a position review form to provide additional information and suggest a different job profile. The extremely high percentage of staff agreeing with the mapping in their initial letter demonstrates the accuracy of our process for a great majority of jobs, with additional opportunities to continue to make refinements for others.

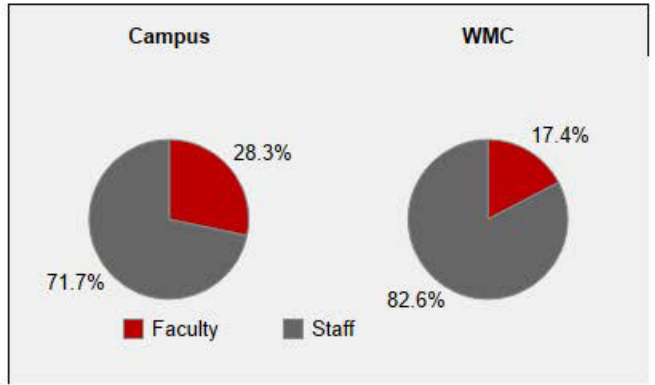
In some cases, the project team, HR partners and managers were able to address concerns that caused some employees to initially disagree. With those issues addressed, approximately 2,800 employee review forms are in need of additional review and consideration by managers and HR Business Partners.



# Summary of Total University Employee Headcount

## Headcount by Employee Category

	Campus	WMC	Grand Total
Faculty	4,229	3,574	7,803
Staff	10,708	17,015	27,723
<b>Grand Total</b>	<b>14,937</b>	<b>20,589</b>	<b>35,526</b>



## Headcount by Job Family Group

Executives	178	0.5%
Tenure-Track Faculty	2,767	8.0%
Clinical Faculty	2,182	4.7%
Research Faculty	103	0.3%
Associated Faculty	2,760	6.4%
Unclassified	18,500	54.3%
Classified	3,106	9.1%
Unions	5,345	14.9%
Post Doctoral	585	1.8%
<b>Grand Total</b>	<b>35,526</b>	

## Headcount\* by Employee Type

Regular	32,059
Temporary	684
Term	2,783
<b>Grand Total</b>	<b>35,526</b>

Employee Type	Percentage
Regular	90.2%
Term	7.8%
Temporary	1.9%

## Headcount\* by Full-Time

Full-Time >= 75%	
Full-Time	33,522
Part-Time	2,004
<b>Grand Total</b>	<b>35,526</b>

Full-Time Status	Percentage
Full-Time	94.4%
Part-Time	5.6%

## Headcount\* by Sex

Female	22,240
Male	13,241
Unknown	45
<b>Grand Total</b>	<b>35,526</b>

Sex	Percentage
Female	62.6%
Male	37.3%
Unknown	0.1%

## Headcount\* by Race/Ethnicity

American Indian or Alaska Native	43	0.1%
Asian	2,807	7.9%
Black or African American	3,753	10.6%
Hispanic or Latino	1,174	3.3%
Native Hawaiian or Other Pacific Islander	22	0.1%
Two or More Races	693	2.0%
Undisclosed	1,541	4.3%
White	25,493	71.8%
<b>Grand Total</b>	<b>35,526</b>	

## Headcount\* by Age

<Thirty	5,629	15.8%
Thirties	10,440	29.4%
Forties	8,270	23.3%
Fifties	6,767	19.0%
Sixties	3,813	10.7%
Seventy+	607	1.7%
<b>Grand Total</b>	<b>35,526</b>	

Data does not include contingent workers, nonemployees or intermittent employees  
 \* Excludes students  
 Data as of March 31, 2022