

2008 Staff Compensation and Benefits Report

Staff Compensation and Benefits Subcommittee
University Staff Advisory Committee

The Ohio State University
March 27, 2008

Our Mission

To maintain an active and participatory line of communication with the university community and to provide a forum through which university staff can raise, discuss, and make recommendations to support the University's mission.

University Staff Advisory Committee

Executive Summary

2008 Staff Compensation and Benefits Report

The University Staff Advisory Committee (USAC) and the Staff Compensation and Benefits Subcommittee (SCBS) are pleased to present the 2008 Staff Compensation and Benefits Report. This report, presentation and related meetings and conversations are all part of a valuable and constructive dialogue between university staff and the President's administration. We appreciate the opportunity to take an active role in contributing to the success of the university's mission and in facilitating The Ohio State University becoming not only an employer of choice, but having the distinction of being known as an institution of eminence. SCBS is tasked with discovering, providing analysis, and reporting on compensation and benefits issues in a way that informs the university administration and the greater university community. Over 600 Classified Civil Service, Administrative and Professional, and Senior Administrative and Professional staff participated in our annual survey and offered opinions on compensation, benefits, and work/life issues. In addition to the survey, SCBS partnered with the Office of Human Resources to provide open forums to communicate passage of legislation regarding the modernization of Classified Civil Service, met with leaders and groups from across the university as well as conducted research to gain new perspectives and continue dialogue.

Our recommendations this year are largely based on issues and concerns expressed in the CCS modernization forums and suggest interim steps that can be taken to promote equality and consistency across all classifications until a more comprehensive structure can be implemented. These recommendations include increasing the maximum amount of vacation accrual rates to achieve parity across classifications and structuring a paid time off (PTO) leave model. New and timely recommendations introduced this year include disaster preparedness leave, poll worker leave, short term disability, and the development of elder care programs with the aging of the baby boomers. We continue to address the addition of personal days to the leave programs, the ability to apply sick leave toward service credit for retirement purposes, and aligning staff salaries to external market data. Communication continues to be a major concern of staff and we've continued to recommend that clear and precise communication is critical to maintain the trust of the university community.

USAC thanks President Gee and the university administration for taking the time to consider the recommendations in this report. You will notice that many of our recommendations are continuations from previous SCBS reports, but they are not included to imply a lack of action or concern on the part of the university; they are included because they are dynamic and a prime concern of a majority of staff. We understand that nearly all proposals have real world costs and that not all recommendations can be implemented. But if only one of these recommendations is implemented, then we have climbed one more step in the ladder to reach the goal of becoming a leader and world-class employer of choice.

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**Issues, Commentaries and Recommendations
2008 Staff Compensation and Benefits Report**

Leave Programs

This section includes recommendations for various types of leave programs: paid time off, vacation, personal days, sick leave, disaster leave and poll worker leave. As we approach Classified Civil Service (CCS) Modernization, we ask the University to explore the development of a paid time off (PTO) leave program. In the interim, we recommend enhancements to current leave programs and adoption of others.

Paid Time Off

Issue No. 1. Staff is interested in a paid time off (PTO) program in which all leave accruals are pooled into one bank of time.

Commentary: Large, local employers have developed a PTO model using one pool of leave that can be used for any reason.¹ Concerns have been raised through the 2007 USAC survey and the CCS Modernization forums by staff with substantial sick leave balances that they may be penalized for maintaining a high balance of leave by losing that balance, and that accrual rates would be negatively affected if a PTO model was implemented.

Recommendation(s): Combine the vacation and sick leave programs under one accrual category - PTO - but in a manner as not to negatively affect staff.

Vacation

Issue No. 2. Staff desire to accrue leave at a higher rate earlier and apply leave toward retirement.

Commentary: Sixty-nine percent of the 2007 USAC survey respondents expressed interest in changing the current vacation benefit program while understanding that any additional benefits could result in a reduction or change to current benefits and/or reduce salary increases. The most desired change is to earn vacation at an accelerated rate (30% of responses), followed by application of unused vacation time towards length of service for retirement (22% of responses), and payout of unused vacation time (17% of responses).

Recommendation(s): Revise the vacation policy so that staff of all classifications accrues 3 weeks of vacation at the end of their first year of service, 4 weeks at the end of 5 years of service, and 5 weeks at end of 20 years of service.

Issue No. 3. Staff loses vacation accrued beyond present limits.

Commentary: Many staff have expressed concerns that heavy workloads and tight deadlines prevent them from taking vacation. Frequently staff members work during scheduled time off. As a result, many staff have lost accrued vacation. Increasing the maximum carry forward for all staff would address this concern, provide equality

¹The Limited Brands offers a PTO model to full time associates after 30 days of service; this balance accumulates after the first year of employment. Its use is determined by the employee. Nationwide Children's Hospital also offers PTO for scheduled vacations, medical/dental appointments, sick leave days, personal time, designated holidays, and approved unscheduled time off.

across staff classifications, and allow staff to accrue leave for such incidents as disasters by being allowed to carry more time forward. Of the 90 respondents to the 2007 USAC survey, 14% were in favor of a higher maximum carryover of vacation. Increasing the maximum accrual of leave for senior administration and professional, and administrative and professional classifications would create consistency with maximum carry over rates that are permitted in CCS classifications. Another alternative to losing the accrued time is to pay staff for unused vacation above their accrual limit.

Recommendation(s): Increase the maximum balance of vacation that can be carried forward to 600 hours so that all classifications, i.e., senior administrative and professional, administrative and professional, and CCS, etc., are consistent or pay staff for unused vacation leave above their accrual limit at their anniversary date.

Personal Days

Issue No. 4. Staff desire the establishment of personal leave for unplanned absences.

Commentary: Forty-four percent of the 275 respondents to the 2007 USAC survey expressed an interest in adopting a personal leave program that can be used for unplanned absences (e.g., transportation problems, school closures due to inclement weather, child care problems, elder care, and family emergencies) that currently require the use of vacation or sick leave. Other state universities in Ohio, as well as national benchmark institutions offer personal days.² Each January 1st, a new bank of personal time could be offered to be used in the same way.

Recommendation(s): Adopt a 3-day “use it or lose it” paid personal leave program to be used for unplanned or emergency leave.

Sick Leave

Issue No. 5. Staff desire to apply sick leave toward retirement.

Commentary: Sick leave benefits continue to be a major interest to surveyed staff members. Many staff commented that they would like to see the maximum payout at the time of retirement increased or unused sick leave applied towards length of service for retirement. The University’s current program of accrual and payout at retirement appears to be related to current archaic state statutes governing employee benefits. Providing an increase in the payout would support the new “Plan for Health” by encouraging healthy behaviors, discourage the misuse of sick leave, and establish the University as a leader in this area.

Recommendation(s): Increase the allowable hours of sick leave payout at the time of retirement (25% up to 500 hours). Allow staff with excessive balances to apply at least

² State of Ohio: 32 hours of personal leave annually; no restrictions. Purdue University: 1 personal day; use it or lose it annually. University of Wisconsin: 36 hours annually. University of Washington: 1 personal day annually. University of Chicago: accrue up to 5 personal days annually; use it or lose it annually. University of Iowa: 2 personal days annually. University of Michigan: 24 hours personal leave annually; use it or lose it. Northwestern University: up to 3 personal days annually. The Pennsylvania State University: 8 hours annually; can be carried over annually.

2080 hours (one work-year) towards service credit for retirement similar to the University of Illinois.³

Disaster Leave

Issue No. 6. Ensuring the financial stability of staff during catastrophic events is essential.

Commentary: In support of the University's new policy, Disaster Preparedness and University State of Emergency (Policy 6.17), USAC recognizes the need to prepare for catastrophic events such as natural or human-made disasters. These events could catastrophically affect the financial stability of many staff. While we recognize that it is not fiscally possible to compensate all staff during a prolonged closure of the University, a paid leave plan in which staff have the option to contribute leave may prevent a devastating financial affect. Staff with more than 240 paid leave hours on their anniversary date could be given the option to transfer the hours to this bank of time. Staff members could be required to maintain a balance of 80 paid leave hours.

Recommendation(s): Develop a Disaster Leave program that provides staff the option to save paid leave hours for compensation during a prolonged university closure.

Poll Worker Leave

Issue No. 7. Staff desire paid election poll worker leave.

Commentary: The Ohio Legislature has amended Ohio Revised Code Section 3501.28, Compensation of Elected Officials creating leave for government employees who serve as judges of elections (poll worker leave).⁴ Effective May 7, 2004, the amendment (Ohio Revised Code Section 3501.28G) allows the head of a state agency to determine whether poll worker leave will apply to its agency employees. We believe a poll worker leave program will enhance the University's reputation as a leader in the community and as a workplace of choice.

Recommendation(s): Adopt a paid election poll worker leave program through which employees receive their regular rate of pay on an hour-to-hour basis up to the maximum number of hours the staff member is scheduled to work.

Health Care

Issue No. 8. Aspects of our health care program continue to be a primary concern.

Commentary: Benefits are a complex issue and difficult to understand. A portion of the University community continues to be confused, unsure, and concerned about the future of their health care coverage. Transparent, consistent, clear, and frequent communication that educates and fully informs staff is vital to increase the adaptation rate and understanding of our health plans.

³ State Employees' Retirement System of Illinois, Your Rights & Responsibilities Employee Handbook, <http://www.state.il.us/srs/PDFILES/HANDBOOK.pdf>

⁴ Compensation of Elected Officials, Ohio RC Section 3501.28: <http://das.ohio.gov/hrd/Policy/ORC%203501.28.pdf>

Recommendation(s): Improve communications related to health care benefits and develop metrics to determine (a) effectiveness of the communications and (b) success reaching program goals for the program. The development of a five-year business plan that is communicated to the campus community might also be helpful.

Further, continue with the initiatives in Your Plan for Health (YPFH) and focus on positive incentives. Staff engaging in specific and healthy lifestyle choices should continue to receive incentives and will help set an example for the university community.

Simplify the YPFH website and navigation capabilities; not everyone is computer literate or has internet access. Require departments to provide access or tools for all staff to have access to health care benefits and information, given that we provide much information online.

Short-Term Disability Benefit

Issue No. 9. The lack of sick leave for new employees jeopardizes their financial stability.

Commentary: New employees do not earn adequate sick leave during their initial period of employment. Until employees can accrue sick leave, they are in jeopardy of having to be off ill without pay. A paid short-term disability benefit would close this gap and assist employees during their initial employment period.

Recommendation(s): Offer a paid short-term disability benefit in preparation of future reform of the paid leave programs.

Dependent Care

Child Care

Issue No. 10. A serious need for quality and affordable child care remains.

Commentary: Thirty-eight percent of the 2007 USAC survey participants reported having dependents under the age of 18 living with them at home. The current waitlist at the Ohio State Child Care Center ranges from 600 to 1000 depending on the time of year; we clearly have a high demand that is not being met.

The University continues to be recognized nationally on many levels. As we strive to move from excellence to eminence, the need to recruit top-tier faculty, staff, and students will increase. The demand for quality and affordable child care grows in our community and we continue to struggle to meet the needs.

Since most parents have to take vacation to cover situations such as holidays or other common breaks in the school schedule, we would like to see a variety of flexible child care programs offered to staff. These programs should cover a variety of ages and interests.

Recommendation(s): Partner with not-for-profit agencies to plan and support overall improvement of child care to include drop-in-child care during holidays, break periods, and week-end shifts.

Elder Care

Issue No. 11. The increase of staff providing elderly dependent care begs the question: How will the University support staff regarding elder care issues?

Commentary: With the aging of the baby boomers, more faculty and staff will likely become caregivers for their parents. If we wish to retain excellent talent, we need to provide elder care support and services.

Recommendation(s): Develop elder care referrals, provide educational materials to support elder care planning, and explore providing on-site elder day care.

Career Advancement

Issue No. 12. Managers provide little encouragement to pursue professional development.

Commentary: We are very concerned that only 50% of the 2007 USAC survey respondents have been encouraged by their supervisors to pursue any professional development. When encouraged to pursue professional development, 86% of the staff do so.

Recommendation(s): Initiate a culture change among managers to encourage and/or require staff to pursue professional development.

Issue No. 13. The University lacks an effective career development program.

Commentary: The University currently lacks a career development program offering opportunities for development of and growth in knowledge, skills and abilities (KSAs) for staff as they progress through their careers. KSAs developed and used early in one's career may be irrelevant for mid to late career stages thereby indicating the need for continuous development.⁵ A quality career development program may include defined career paths with the specific KSAs needed for each role and the competencies necessary for advancement. The program may also provide information with which to identify roles that match employees' skills or skills required for various positions. One outcome of a quality career development program may be the ability to promote from within more frequently. An example career development program for consideration is the program designed by OSU Medical Center's Information Systems department.

Recommendation(s): Invest in a career development program that includes clearly defined career paths and the requirements for advancement.

Issue No. 14. The posting of salary ranges for open positions across the University is inconsistent.

Commentary: Units currently post either a salary range or target hiring salary range for positions. In some cases, the candidate chosen is offered a salary within the designated salary range for the position, but not within the posted target salary range. A more consistent practice would be for all University units to post the minimum salary offered or the salary range rather than a target salary range.

⁵ Schultz & Schultz, 1998

Recommendation(s): Adopt a university-wide policy of posting only the minimum salary.

Education Benefits

Issue No. 15. There is interest in expanding education benefits.

Commentary: As the cost of a college education steadily increases, tuition assistance remains a significant concern. Also, to ensure that “we have the right talent to continue our upward trajectory in excellence” (Source: University response to 2007 USAC SCBS Report), continuing support of staff education is both a personal and university investment.

The University should continue to improve this benefit as it has a significant impact on our staff, their dependents, our retirees, and the University. We acknowledge that the President’s Council is exploring options for reducing the waiting period for dependent tuition. Such a reduction for Classified Civil Service and Administrative & Professional staff would achieve parity with the immediate eligibility for Senior Administrative & Professional staff, tenured faculty, senior administrative officers, and ROTC officers.

We are also interested in relationships with specific campuses (Columbus State Community College, Franklin University, Capital University, COTC), whose degrees and degree granting options may be unavailable at Ohio State (technical degrees, accelerated degrees, part-time JD, etc.). Another consideration is the addition of programs to meet the needs of non-traditional students’ which we believe will greatly support the University’s recruitment and retention efforts. If the University is unable to move towards a reciprocal agreement with other universities, devising academic programs that fit the non-traditional student’s needs (e.g. work-life experience credit; accelerated degree programs, etc.) may be considered.

Recommendation(s): Reduce the waiting period for dependent tuition assistance. Extend education benefits to include other universities by organizing a workgroup to determine how best to include other universities.

Long Term Care Insurance

Issue No. 16. There is substantial interest in long term care insurance.

Commentary: The 2006 staff survey revealed that 68% of those surveyed were aware of long term care insurance (Note: This issue was not asked in the 2007 survey). Thirty-four percent of staff surveyed favor having long term care insurance. As staff continue to age and have more care-giver responsibilities, access to affordable long term care insurance may be important. As Your Plan for Health becomes institutionalized in the culture of the University and healthy lifestyles become the norm, the need for long term care becomes more probable. Your Plan for Health should include education, thoughtful planning, and options for long term care insurance. The ability to purchase long term care insurance may be facilitated via the University leveraging its power in obtaining insurance policies with discounted premiums.

The University’s response to the 2007 USAC SCBS report indicated that the University is interested in offering quality, discounted long term insurance plans, but was not certain that the issue would be a priority for fiscal year 2008. We believe, however, that

the University could facilitate staff's access to the insurance until it is determined whether such a benefit will be offered.

Recommendation(s): The University use its status as a major employer to obtain discounts from long term insurance providers for staff who desire to purchase and pay the entire premium for long term insurance via payroll deduction.

University Awards

Issue No. 17. The Distinguished Staff Award is underutilized.

Commentary: The University has shown a commitment to recognition of excellence through the Distinguished Staff Award. We believe the amount of the Distinguished Staff Award should be the same as faculty awards for teaching and service. An increase in the amount may be beneficial in obtaining additional nominations. The Office of Human Resources has indicated that few nominations are received. There is some indication that the length of the nomination statement or process itself may affect the number of applications submitted.

Recommendation(s): Increase the dollar amount of the Distinguished Staff Award, and market the program directly to individual units/departments, vice presidents, deans, and human resource representatives to increase the number of nominations. The marketing materials should highlight who a nominee might be so staff can better understand that nominations can be made for staff at any level.

Review the nomination process to ensure that it is inclusive of all levels of employees within the University, and make assistance available to anyone who needs help completing the nomination packet.

Change the length of the application from a 3-page to 1-3 page nomination statement with guiding questions for the nominator. Efforts like these and others should be made so that the process itself does not deter from someone nominating a staff member at any level within the university.

Safety & Security

Issue No. 18. The use of personal identifiers such as social security numbers risk the financial well-being of faculty, staff and students alike.

Commentary: As stated in our 2007 report, we acknowledge the progress made by the University and the timeline for completely eliminating use of social security numbers or encrypting social security numbers, when used. The University response to the 2007 report stated that this matter, "...is of utmost importance." Our recommendations remain the same until all goals concerning this issue are attained.

Recommendation(s): Continue eliminating the use of social security numbers, or encrypting social security numbers when used, and accelerate the timeline whenever practical.

Issue No. 19. Risk of harm for faculty, staff, students, and visitors is a significant concern.

Commentary: In the 2007 USAC SCBS report we recommended that “the University take more specific measures to promote a safe environment...and continue to raise awareness concerning existing public safety programs.” This recommendation originated from staff concerns about homeless citizens finding shelter in University buildings and the perception that little was being done about this problem. University buildings (Sullivant, Mershon, Arps, and Ramseyer) along the High Street corridor have been and continue to be subject to unlawful entry which, in some cases, has resulted in theft and physical assault. There have also been incidents of verbal, physical, and sexual assaults against students who access the buildings during business hours.

Recommendation(s): Take steps to prevent unlawful access to all University buildings and more aggressively prosecute all persons who enter and/or dwell in a University building unlawfully. Take steps to notify the University community of all incidents of crime involving risk or potential risk of personal harm including: the type of crime, and location, day and time of crime. With this information, the campus community can be more aware of the risks on campus. Last, the University should regularly report steps taken to prevent and reduce crime.

Workplace Flexibility

Issue No. 20. The administration of alternative work arrangements is inconsistent.

Commentary: Policy 6.10, Scheduling Work and Overtime compensation lays out many options for exempt and non-exempt employees to take advantage of alternative work arrangements. Fifty-one percent agree, and 17% disagree that they have flexibility on their job. On the other hand, 33% agree and 26% disagree that their departments/units/centers are receptive to an alternate work schedule. Many staff and supervisors are not aware of these options. In cases that they are aware, there is not consistent support of flexible working arrangements. We are concerned about the potential for productivity issues to rise; 37% agree and 22% disagree that the workplace would be more effective if there was more accountability.

Recommendation(s): Develop a flexible work arrangement policy that incorporates guidelines regarding alternative work schedules, flextime, and telecommuting options. Further, make information about telecommuting and other flexible working arrangements more easily accessible on the Office of Human Resources website.

Issue No. 21. Today’s workforce and the employment relationship suggest offering a variety of benefit options and other creative benefits to attract and retain top talent.

Commentary: With multiple generations in the workforce, employers are faced with the challenge of offering employment packages which appeal to a very broad and diverse population. The ability to do so has the potential to significantly impact both the recruitment and retention of top talent. With the age range currently employed, staff have a variety of different needs that if customized could address many issues.

Additionally, access to services that typically cost time away from the organization could be adopted thereby freeing staff to attend work. Services could be offered for

discounted fees, thereby enhancing the benefit of being employed by the University, such as one of our largest competitors.⁶

Another benefit such as paid sabbaticals for employees with a record of excellent performance could prove to be an excellent recruitment and retention tool. The sabbatical could be used for volunteer work or professional development. Other large viable organizations offer such a benefit.⁷

Recommendation(s): Explore the feasibility of providing a “menu” of benefit options, which allow employees the opportunity to customize their benefits and address various life stage needs.

Research the viability of contracting with companies that provide concierge services for employees (ex. financial planning, massage-therapy, oil changes, dry cleaning, legal services, and personal shoppers). These services would require a fee, and consideration can be made for providing a discount.

Consider a short, paid sabbatical to employees, with a proven record of excellence such as other large viable organizations.

Performance Management

Issue No. 22. The current performance review system lacks accountability in terms of regular, and valid and reliable performance reviews.

Commentary: The 2007 SCBS survey revealed that not all University employees receive annual performance reviews, while 20% of those who do consistently receive reviews that do not accurately reflect performance and improvement recommendations. Leaders and managers should be required to be in 100% compliance and held accountable for this process, with faculty and staff input required. We are unsure why annual reviews are not performed or why annual reviews may be inaccurate. We surmise that it could be a lack of knowledge, skill or ability, and/or accountability.

Recommendation(s): Take steps to ensure that managers are held accountable for conducting performance reviews annually for all staff. Offer regular training in addition to promoting the Continuing Education Certified Manager Program. (This would assist in developing the core competencies needed for faculty and staff in supervisory positions who manage performance.) Develop and consistently implement a set of required core competencies for all faculty and staff in supervisory positions.

Revise the University performance review form to accurately reflect individual job duties and performance standards to recognize the efforts made by an employee to educate and improve their performance and productivity. Last, implement a system that requires documentation explaining performance evaluation ratings and content, and a recourse mechanism (such as an advocate or other designated party) for staff who experience inaccurate or biased performance reviews or who do not receive a review at all.

⁶ OhioHealth has 2 employees dedicated to providing concierge service.

⁷ A benefit similar to a paid sabbatical is offered by the American Association of Retired Persons, Nike and Hewitt Associates.

Compensation

Issue No. 23. It is vital that staff compensation levels be competitive with our peer institutions and the local market.

Commentary: The only way to ensure competitiveness is to be proactive in increasing current pay levels, as well as to ensure that established pay grades reflect what market dictates. If the salary pay grades do not reflect market rates, then actual pay practices will continue to fall behind. We acknowledge that the University has established a process by which pay grades of titles will be compared to market data annually. Further, we acknowledge and understand the continued budget reductions from the State of Ohio.

Recommendation(s): Align staff compensation levels to market to compete favorably with relevant employers of choice as stated in the Academic Plan. Bring salaries up to market for staff by increasing the aggregate salary budget by one-half of one percent each year over the next four or five years.

Issue No. 24. Dollar amount versus percentage salary increases are more equitable.

Commentary: Basing salary increases on a dollar amount is a more equitable way of distributing increases in compensation levels for everyone, especially for those staff members whose salaries are below \$30,000. For example, a three percent increase on \$25,000 annually does not have near the impact that three percent has on \$80,000.

Recommendation(s): Issue salary increases on a dollar amount basis where appropriate, as is proposed in the Compensation Philosophy espoused by the Office of Human Resources and the Compensation Principles stated by the Office of Academic Affairs.

Issue No. 25. Staff members need to be well-informed of the compensation philosophy and principles of the University and their College/Vice Presidential Units.

Commentary: We recognize that the university is in the process of determining the best method of communicating the Compensation Philosophy Statement and Compensation Principles to all staff. It is imperative that staff is also made aware of the individual College/Vice Presidential units' Compensation Philosophy Statement and Compensation Principles.

Recommendation(s): Make the Compensation Philosophy Statement and Compensation Principles available to all staff by posting the information on their respective websites. Additionally, share this information with individual employees, notifying them of appropriate web links, as a component of the performance management process, the Annual Merit Compensation Process during conversations with staff, as well as included in the annual increase letter.

Domestic Partnership Benefits

Issue No. 26. Equality in the benefit application process is needed.

Commentary: We recognize the positive effects of offering domestic partnership benefits for employees. These benefits have several positive effects on employees. However, inequality still exists within the benefit application process for domestic partners. Married couples are not required to show proof of marriage to obtain benefits, while domestic partners are required to provide an affidavit of domestic partnership. Requiring both married couples and domestic partners to show proof would provide equality in the benefit application process.

Recommendation(s): Require both proof of marriage for married couples, and an affidavit for domestic partnership for domestic partners respectively.

2007 Staff Survey Highlights

- E-mail invitations were sent to random sample of 1,500 Ohio State staff. 636 (42.4% response rate) completed the survey. Of the respondents:
 - 28% were male and 72% were female; 15% minority and 85% white;
 - Largest percent (42%) earn between \$20,000 to \$39,999
 - Largest percent (37%) have been employed by OSU between 4 to 10 years
 - 84% surveyed are satisfied with Ohio State as an employer.
 - 61% do not feel that they are adequately compensated.

- Affordable parking was identified as the single most benefit in need of improvement, followed in priority order by:
 - Health care benefits
 - Flexible work schedules
 - Professional/Career development
 - Dependent educational benefits
 - Child care

- Following are the top six benefits of a list of 17 that staff would like to see implemented, in priority order:
 - Personal days
 - Employee educational benefits at other colleges
 - Annual payout for unpaid sick leave
 - Accrue more vacation sooner
 - Personalized benefit package
 - Annual payout for vacation time not used

**University Staff Advisory Committee Membership
Staff Compensation and Benefits Sub-Committee (SCBS)**

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Mollie Carroll and Yvonne Dulaney

Members

Elaine Bolton, Katie Hall, Jodie Joerg-Andreoli, Mali Khantrece, Anna Long, Joetta McCabe, Shavonne Morain,
Duke Morgan, Richelle Simonson, Steve L. Whatley, Ellie Conlon (Retiree Liaison), Eunice Hornsby (ex officio)

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2007 - 2008**

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OSU Retirees Association

**2007 - 2008 University Service
University Staff Advisory Committee**

Accreditation Steering Committee

Athletic Council

Benefits Appeal Committee

Committee on Institutional Cooperation (CIC) Administrative and Professional Staff Councils

Council on Libraries and Information Technology

Council on Student Affairs

Council on the Physical Environment

Diversity Committee

Faculty Compensation and Benefits Committee

Health Care Investment and Design Committee

Health Care Oversight Committee

Managed Health Care Board of Directors

Ohio Staff Council of Higher Education

Recreational Sports Committee

Senate Fiscal Committee

Senate Steering Committee