

# UNIVERSITY STAFF ADVISORY COMMITTEE



## Annual Report 2021-2022



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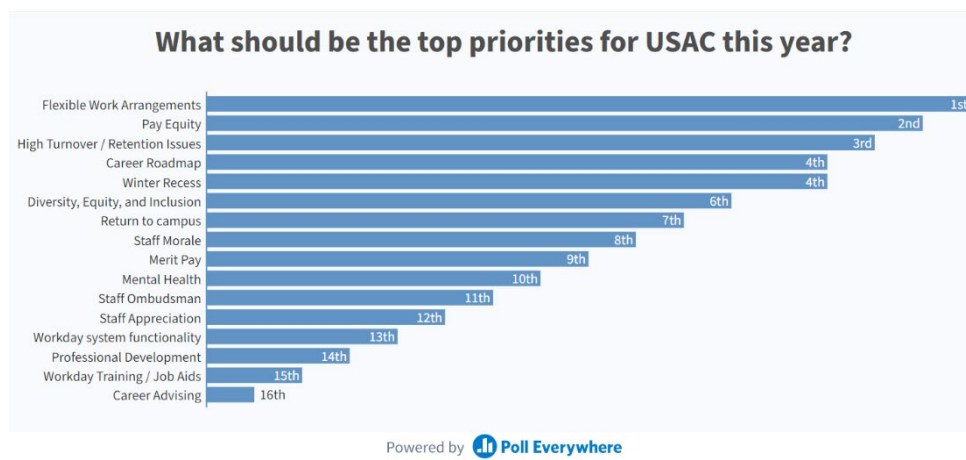
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## Executive Summary

The University Staff Advisory Committee (USAC) was established in 1986 under President Jennings as an advisory body to the University President and the cabinet members. The purpose of the committee is to provide a forum in which staff can raise, discuss, and make recommendations on current concerns and events. The committee has evolved over the years to include 30 members, who work across the university in multiple VP Units, Colleges, the Wexner Medical Center, and Regional Campuses. USAC is guided by the Executive Committee, and the tangible work of the committee is divided into four subcommittees: Inclusive Excellence, Staff Affairs, Outreach and Engagement, and Governance. USAC also created a Communications Task Force this year to explore new and innovative ways of reaching our constituency and to modernize the USAC website.

As the University navigated the challenges associated with the ongoing COVID-19 pandemic during the 2021-2022 fiscal year, USAC adapted operations to respond to the new and varying needs of the broad staff community at The Ohio State University. There has been notable change over a short amount of time including an influx of new leaders to the University, a sizable portion of the workforce working remotely, a transition to Workday, a renewed focus on mental health and wellness, active work to become an anti-racist institution, and the implementation of Career Roadmap. In addition to developing and growing our relationships with senior leaders, USAC conducted a strategic planning exercise during our annual retreat to help understand how USAC members feel we should focus our efforts to best advocate on behalf of staff. Each subcommittee evaluated these results and planned their work for the year accordingly.



## Executive Committee



**Steven Loborec, Chair**

4th Year Member  
Associate Director-Pharmacy, Ohio State University Wexner  
Medical Center  
[steven.loborec@osumc.edu](mailto:steven.loborec@osumc.edu)  
\*Pronouns: he, him, his



**Emily Kelley, Vice-Chair, Secretary/Treasurer**

3rd Year Member  
Associate Director, Prospect Development, Advancement  
[kelly.718@osu.edu](mailto:kelly.718@osu.edu)



**Laurel Van Dromme, Chair-Elect**

3rd Year Member  
Chief of Strategic Partnerships and Special Projects, College  
of Nursing  
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**Debbie Pond, Vice-Chair Communications**

2nd Year Member  
Program Director, The Center for FAME, College of Medicine  
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Since the 2020-2021 academic year was disrupted by the COVID-19 pandemic, USAC sought to strengthen the relationship with the President's office and the Chief of Staff, JR Blackburn. As their first year at the University was anything from traditional, we spent a fair amount of time working to re-establish proper meeting cadences and opportunities for engagement with USAC. The year began with several announcements from President Johnson welcoming new leaders to her Cabinet. A new senior vice president of talent, culture, and human resources, Dr. Jeff Risinger, and a new Provost, Dr. Melissa Gilliam, joined the University in August 2021. USAC has enjoyed positive working relationships with such leaders under previous administrations and, as a result, a primary focus for the executive committee was to immediately begin the relationship-building process with our new leaders. In all our meetings with members of the President's Cabinet, the executive committee put a strong emphasis on promoting flexible work arrangements and the proposal to implement a Winter Recess, especially considering the mental health challenges many staff were facing during the pandemic.

The Autumn semester marked a successful Return to Campus as the COVID-19 vaccine was widely available in addition to the implementation of various health and safety measures. This allowed for the University to formally welcome President Johnson to The Ohio State University with an Investiture ceremony. USAC Chair Steven Loborec served on the Investiture Steering Committee, gave a formal greeting at the ceremony. The President's Investiture Week was kicked off with an All-Staff Wellness Event, led by the Outreach and Engagement Subcommittee. Many members of the staff community engaged with the President during this exciting event either in person or remotely.



### **Inclusive Excellence**

The Inclusive Excellence (IE) Subcommittee has focused on membership demographics and recruitment strategies to help diversify our ranks and benchmark to that of the OSU staff community and the City of Columbus and Franklin County. We know that the OSU staff is less diverse than the surrounding community, and the Inclusive Excellence subcommittee is working to identify ways to lower barriers to entry to USAC and create a more welcoming environment to both recruit and retain a more diverse workforce. In addition to promoting a more diverse staff body overall, Inclusive Excellence partnered with the New Member Task Force to incorporate best practices in reaching out to diverse Employee Resource Groups (ERGs) to promote diversity amongst USAC members. The goal is to incorporate the work of IE into all that we do, and IE routinely works with our other subcommittees to ensure that there is equity and representation in our programming and that our work aligns closely with the Shared Values Initiative.

### **Outreach and Engagement**

The Outreach and Engagement subcommittee proudly hosted the All-Staff Wellness Event to begin President Johnson's Investiture Week and to welcome and celebrate her as our new leader. This created a forum for staff to directly engage with President Johnson while demonstrating our shared value of Care and Compassion by taking

time to support each other’s physical and mental health. We honored our value of Inclusion and Equity by making this a hybrid event also available via virtual live stream for those unable to participate in person. O&E later hosted two town halls to help provide information and answer questions for staff about the ongoing implementation of the Career Roadmap project. We are pleased to have set a USAC record with over 2,000 staff members engaging with us live during these events, and many more who watched the recordings posted to our website.



## Staff Affairs

The Staff Affairs subcommittee had a landmark year due to the support from President Johnson of the Winter Recess initiative. The University invoked the Short-Term Closure policy to support the health, safety, and wellbeing of the University’s workforce and closed all campuses on December 27-29, 2021. This pilot was a remarkable success, and we are currently working with the administration to make Winter Recess a permanent addition to the University calendar. With all the challenges facing staff this year due to the ongoing COVID-19 pandemic, USAC is proud to continue its work recognizing staff who do excellent work in their units through our Staff in the Spotlight program. USAC accepts nominations for this honor each month, and recognizes 2 employees through various media channels, including the USAC newsletter and social media accounts. We are now working with Jeff Risinger to align this award more closely with the Shared Values Initiative and to attach a small financial award for the recipients. To acknowledge the stressful challenges the workforce has faced throughout the COVID-19 pandemic, Staff Affairs is also working closely with Human Resources to revise the Paid Leave Policy to formally recognize mental health issues such as feeling stressed and overwhelmed as an appropriate use of sick leave. We know that many employees can use their sick time for a mental health day, but others report being denied by their supervisors. We believe that officially incorporating this into the policy language aligns with our Shared Values by supporting their mental health and creating an equitable environment for all employees.



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## University Closure Scheduled for December 27-29, 2021

December 10, 2021 | News

The Ohio State University is invoking its [Weather or Other Short-Term Closing Policy 6.15](#) to support the health, safety and well-being of the university’s workforce. The university will close all campuses December 27-29, 2021.

## Governance

The Governance Subcommittee is responsible for managing the elections for our Staff Senators (**Appendix A**) and making appointments to the various University Senate committees. As Staff Senators are still a new concept at the University – created just 3 years ago in 2019 – we have learned that we need to adjust our recruitment and selection timelines to better align with the Senate calendar. Staff Senator elections will now take place annually in June so that the Senators can be formally installed when Senate resumes its activities in August. This shift will also allow more time to appropriately vet and score the candidates for Senate and External Committee appointments which occur during the late summer / early fall timeframe. In addition, Governance is proud to continue to partner with Human Resources for the biannual Staff Career Development Grant application process. This year we are proud to have awarded over \$100,000 in professional development opportunities to staff across the University in addition to the newest offering of 1,000 LinkedIn Learning Licenses for Staff (**Appendix B**). And lastly, Governance took a broad look at overall USAC operations and has made various recommendations to enhance communication and engagement among current and former USAC members.

## Communications Task Force

The primary goal of our communications is to keep staff informed about USAC and our events, elections, and awards along with University events, initiatives, news, and opportunities. In addition to leveraging the USAC website, we also cross-promote this information using other outlets such as OnCampus and the HealthBeat HUB/Digest and social media platforms such as: Twitter, Facebook, and LinkedIn. In addition, USAC distributes a monthly newsletter via Constant Contact. The newsletter is where USAC highlights the Staff Spotlight honorees, promotes wellness and kindness initiatives, and features opportunities including training, grants, awards, and professional development. This year we adjusted the distribution date of the newsletter to the first of each month, which allowed us to promote upcoming events instead of highlighting events that already happened.

The major project before the task force is the redesign of the USAC website. The task force has partnered with the Office of Marketing and Communications and is working with their team to transition to the Drupal platform. The redesigned website will be easier to navigate for users and allow USAC to better showcase resources, events, and opportunities for staff across the University. USAC promotes access and equity and is working to ensure the new website and future communications are ADA compliant.

## Conclusion and Recommendations

In summary, it has been a busy and exciting year for USAC and we are grateful for our partnership with President Johnson, Dr. Jeff Risinger, President's Cabinet members, and University Senate as we work together to move the University forward in Shared Governance. This year, USAC is proud to make the following recommendations to senior leadership on behalf of Staff:

1. Make Winter Recess a permanent addition to the University Calendar and expand its reach to as many staff members as possible, including those at the Wexner Medical Center (**Appendix C**)
2. Add "Mental health / Wellbeing" to the language in the Definitions section and the Sick Time Usage Parameters for events other than birth and adoption of the Paid Time Off Policy, 6.27 (**Appendix D**)
3. Budget a larger aggregate merit pool this year (4-5%) to stay competitive given the state of the labor market, inflation, and desire to target appropriate compensation quartiles with Career Roadmap
  - 3.1. Create a minimum amount that every employee shall receive to account for inflation
  - 3.2. The remainder of the pool shall be used for merit
4. Promote and encourage flexible work arrangements to the maximum extent possible



# Inclusive Excellence Subcommittee

## Overview

The Inclusive Excellence (IE) subcommittee is tasked with infusing the standards of inclusive excellence throughout the University Staff Advisory Council (USAC), while taking the pulse of the University staff and enhancing the work across the enterprise.

## Grand Challenge

How does USAC engage inclusive excellence in all the work done and how do we engage the staff across the organization, equitably?

- What do the demographics of sitting USAC members look in alignment with the University's staff population? (**Appendix E**)
- What techniques are we utilizing to recruit incoming USAC members in diversifying our ranks?
- Does current and ongoing programming within USAC take inclusive excellence and equitability into consideration during planning and execution?

## The Solution

The Inclusive Excellence sub-committee has turned its sights to aligning USAC with the standards of Inclusive Excellence and the Shared Values Initiative to promote advocacy and representation of all staff members.

- Inaugural demographic survey of USAC membership 2021-2022 to compare with university staff demographics and incoming classes, to ensure representation.
- Educate and train USAC body around the importance of Inclusive Excellence and the Shared Value Initiative
- Fulfill implicit bias training for all USAC staff as presented in the USAC Statement on Racial Justice

## Value Proposition

By including Inclusive Excellence & Shared Values Initiative as a guiding philosophy for the Inclusive Excellence Subcommittee and USAC we will provide better service, advocacy for our constituency and increase the diversity of our USAC to mirror our staff workforce.

## Conclusion

It is integral to incorporate inclusive excellence into the work we are doing with USAC to ensure the work of the committee is truly inclusive and representative of our staff workforce. With representation comes stronger advocacy and engagement of all staff members.

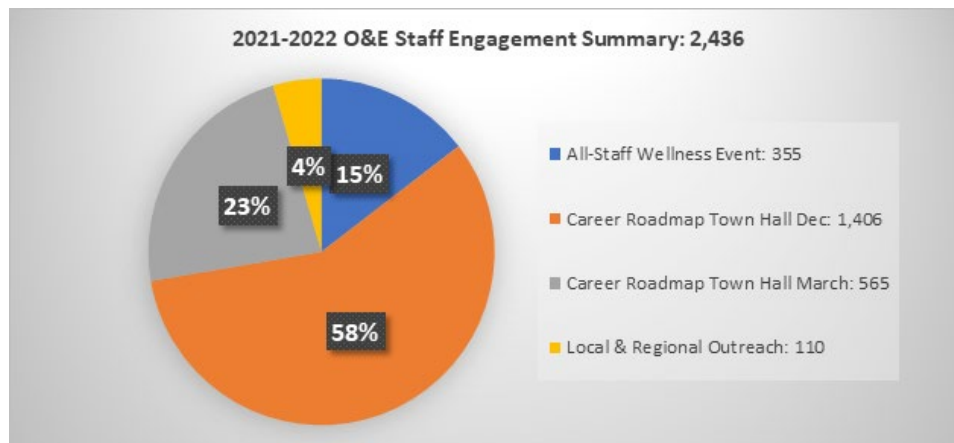
## Members

Courtney Gandy Shelby Dawkins Tracey Boggs Trisha Ritter Patrick Weeks



## Outreach & Engagement Subcommittee

The strategic goals of the Outreach and Engagement (O&E) subcommittee were to create meaningful ways for staff to engage with colleagues and university leadership, solicit feedback about staff concerns, and promote a culture of health and wellness. O&E had a banner year, with at least 2,436 staff engagements through a variety of means. The timeliness of the Presidential Investiture and high interest in the Career Roadmap project drove our opportunity for engagement.



### Staff and Faculty Appreciation Week

In collaboration with the Office of Human Resources, USAC supported *Staff and Faculty Appreciation Week*, July 26-30, 2021. O&E members contacted over 60 local business to partner in offering promotions to university staff and faculty. The work aligned with O&E's goal to provide meaningful engagement opportunities.

### All-Staff Wellness Event

USAC kicked-off President Johnson's Investiture Week with an All-Staff Wellness Event on November 16, 2021. Staff engaged in-person and virtually in light stretching and meditation exercise. Those in person could meet President Johnson and enjoy a grab-and-go breakfast. The event aligned with O&E's goals to promote staff wellness and provide meaningful engagement opportunities.

### Career Roadmap Town Hall Events

O&E hosted two virtual Town Hall events with Senior Vice President of Talent, Culture and Human Resources, Dr. Jeff Risinger, and the Career Roadmap project team. In the December and March events staff asked more than 1,000 pre-submitted and live questions. The events aligned with O&E's goals to provide meaningful engagement opportunities and solicit feedback about staff concerns.

### Local and Regional Staff Engagement

O&E focused on continued engagement with local and regional SAC's, with presentations to 11 staff advisory groups over both autumn and spring semesters. SAC's learned more about USAC and how to join, current USAC initiatives in progress, and participated in collaborative discussion around staff issues. This aligns with O&E's goal to solicit feedback about staff concerns.

### Members

Randall McKenzie   Drew Miller   Elizabeth Hosket   Sloane Trusso   AnnaBell Kinsel   AmyJo Baughman



## Staff Affairs Subcommittee

The Staff Affairs (SA) subcommittee is responsible for engaging with policies and university initiatives and promoting equity for staff. The top priorities for 2021-22 included the Staff Recognition Program/Staff Spotlight, Flexible Work Policy, Pay Equity, Retention/Turnover, and the Winter Recess Initiative.

In the Winter of FY21, USAC introduced a new staff recognition program called “Staff in the Spotlight”. The SA subcommittee is proud to have highlighted a diverse group of very deserving staff from departments across multiple OSU campuses. To celebrate, the winners’ “Staff Spotlights” are shared in the USAC monthly newsletter, OnCampus, and USAC social media platforms.

SA has continued to update the Flex Work toolkit as necessary to include remote work options, particularly during the COVID pandemic. The toolkit is available online and promotes a healthy work / life balance for all OSU staff. Additionally, regarding mental health, our subcommittee recommends adding mental health wellness as an acceptable reason for the use of sick time to the university leave policy.

We have started to look at staff retention and turnover to determine if there are initiatives that USAC can assist with moving forward. With the challenging labor market, we understand that recruiting and retaining talented staff is going to be difficult. The SA subcommittee is collecting and reviewing potential exit interview questions that would be helpful in determining why staff are choosing to end their employment with OSU. In addition, the subcommittee is gathering benchmarking data regarding “wellness time” as an added benefit for OSU employees. The data will be reviewed in the coming months as we continue to work with OHR on ways to improve staff morale and wellness.

The focus of our subcommittee this year was the Winter Recess Initiative. The Winter Recess proposal was presented to the leadership in 2020; however, it was not considered for December 2020 due to the implementation of Workday. In the spring of 2021, USAC made a formal recommendation to President Johnson in favor of adding additional days off for staff as part of a winter recess. USAC and SA leadership continued to work with Jeff Risinger, SVP Human Resources, to push the initiative forward. President Johnson announced in mid-December, that a one-time winter recess would be observed December 27<sup>th</sup> through 29<sup>th</sup>, 2021. This initiative was well received and gave staff time away from work to focus on their mental and physical wellbeing after a stressful second year of working through the pandemic. While there are still details to finalize, we continue to collaborate with senior leadership to work toward the addition of a permanent winter recess. **(See Appendix D)**

### Members

Stacey Houser Tina Bogac Margaret Nevrekar Allison Jones

Kynthia Droesch Ana Casado Faith Kline Justin Lahmers

## Governance Subcommittee

The Governance Subcommittee is responsible for several operational tasks including running elections, appointing staff representatives to multiple groups, and managing scoring for staff career development grant applications. This past year, the Governance Subcommittee has tackled these tasks and more.

The Governance Subcommittee is a group of staff from around campus and the Medical Center who are dedicated to advocating for staff. While the subcommittee's work has focused on the operational scope described in the USAC bylaws, the subcommittee members have worked together to bring ideas forward to further refine USAC's advocacy for staff overall.

To summarize our work this year, the Governance Subcommittee is working in 3 fundamental areas; (1) Governance Subcommittee Operational Work; (2) Governance Subcommittee Improvements; and (3) Overall Ideas for USAC.

### Governance Subcommittee Operational Work

Over the past year, the Governance Subcommittee has led, and is leading, various projects including:

- Staff senator elections (July 2021, June 2022)
- Senate subcommittee selections (July 2021, August 2021)
- External committee selections (August 2021)
- Coordinating review of Staff Career Development Grants (August 2021, February 2022)

### Governance Subcommittee Improvements

The Governance Subcommittee has driven ongoing improvements in various aspects of the Governance Subcommittee work including:

- Moving staff senator elections to June and updating election processes for operational efficiency
- Updating several scoring rubrics
- Completing research on, and presenting ideas related to, alternatives to Roberts Rules of Order
- Identifying changes needed for the operations manual and initiating drafting the changes

### USAC Overall Enhancements

As a dynamic, dedicated, and engaged group, the Governance subcommittee has also worked to present ideas on how USAC can continue to evolve how it advocates for staff. USAC Governance committee members are helping move forward specific ideas including:

- Creating a list of topics for which USAC is advocating on behalf of staff and communicating that work back to USAC members and staff overall on a regular basis.
- Creating and executing a survey of USAC members, Ohio State Staff, and USAC alumni to gather valuable data on different topics including priorities for USAC work on behalf of staff.
- Engaging USAC alumni in an organized manner so that alumni know how to continue staff advocacy work following their tenure on the committee.

### Members

Jennifer Elliott Annie Bingman Casey Henceroth Sherri Hall Jason Homan



## Appendix A: Staff Senator Summary

Voting Senators		Non-voting Senators	Alternates
2020 – 2022 Term	2021 – 2023 Term	2021 – 2022 Term	2021 – 2022 Term
Alex Thomas	Ashley Bersani	Steven Loborec	Katie Culbertson
Andrew Jordan	Megan Hasting	Laurel Van Dromme	Ramsey Piazza
Courtney Sanders			Steven Mentz

The 2021-2022 academic year was a year like no other. The worldwide COVID-19 pandemic remained omnipresent, impacting the staff experience at The Ohio State University in unprecedented ways. The Great Resignation trend swept through the hallowed hallways of the institution, and record numbers of staff re-considered their careers, work conditions and long-term goals. The University also continued to implement Career Roadmap, a comprehensive job family model and pay structure update.

As a result, **benefits and diversity, equity and inclusion** emerged as the most salient subjects in Staff Senator meetings. Points of discussion often revolved around flexible work arrangements, return to campus versus work from home, pay equity, high turnover and retention issues, staff morale and mental health support.

From a shared governance perspective, the lack of staff representation on Faculty Compensation and Benefits (FCBC), the Senate committee focused on benefits for all employees, not just faculty, arose as the primary issue, because staff do not have a forum to participate in discussions about benefits. This issue was identified in the 2020-2021 University Senate Ad Hoc Committee Report.

For staff to have a voice at the table, find durable solutions and see meaningful change, Staff Senators have explored multiple pathways to add staff representation to the benefits conversation, Additionally, USAC leadership continues to engage in productive conversations on this topic directly with Senate leadership, who are supportive of including staff members in benefits-related discussions with FCBC. Over the summer, the Staff Senators plan to draft a proposal, which will be submitted when the Senate returns for the 2022-2023 academic year. This will be the first proposal of its kind submitted by Staff Senators to University Senate, marking a historical achievement at the university.

Overall, the work of the Senate continued in a virtual environment as meetings (except for the last meeting of the academic year) were held remotely via CarmenZoom. While technology allowed for Senators to meet conveniently from multiple locations, the lack of in-person Senate meetings stymied Staff Senators from making organic, personal connections with other Senators and decreased the visibility and voice of staff at Senate meetings as topics focused on supporting the academic success of students (as opposed to the staff experience). Despite this setback, the Senate approved several new academic programs, passed several rule changes (most of them stemming from the Ad Hoc Committee Report), and, in response to political maneuverings throughout the country and in the State of Ohio legislature, resolved to oppose any attempts to control content taught in education.

The Staff Senator role continues to evolve as it is molded, shaped, and defined with each passing year. As momentum builds for the group, the Staff Senators have never been in a better position than they are now to increase the visibility and voice of staff at University Senate meetings and through staff representation on Senate Committees, making a positive impact of behalf of all university staff.

## Appendix B: LinkedIn Learning Licenses

### History:

In June of 2021, there was an overage of Staff Professional Development Grant funds because of non-travel the year before during the height of quarantine. Through a partnership with USAC and HR, the funds (~49K) were used to purchase 1,041 LinkedIn Learning licenses in a one-year contract. Through a short request form on Gateway to Learning, staff were granted access to thousands of pieces of just-in-time learning objects, classes, and videos. The contract began on June 26, 2021.

### Current usage analysis (range of July 1, 2021, through April 15, 2022):

Usage Highlights	
Number of licenses requested	1,041 (100%)
Number of licenses activated	787 (75.6%)
Hours viewed	2,173
Number of unique people viewing content	752
Average time per viewer	2h 54m
Learning Content Highlights	
Course Views	6,790
Course Completions	1,420
Video Views (micro-learning)	45,863
Video Completions	39,008
Top Five Most Viewed Content	
1. The Six Morning Habits of High Performers	
2. Inclusive Leadership	
3. Project Management Foundations	
4. Getting Things Done	
5. Excel Essential Training (Office 365)	

**Future Recommendation:** Extend the current contract for one more year, provided the funding is there from the Staff Grant pool (USAC has given their support for this). Revoke inactive licenses, or licenses that have not been activated to free up for others to use. In the meantime, explore options with LinkedIn, Talent Acquisition, and the Med Center to procure an Enterprise-wide solution that would allow for unlimited seats for Talent Acquisition Consultants to use the LinkedIn platform for recruiting, but also unlimited access to LinkedIn Learning for all faculty, staff, and students.



## Appendix C: Winter Recess Proposal

**Proposal:** The University Staff Advisory Committee (USAC) formally proposes that The Ohio State University edit Policy 6.20, Holidays to recognize the dates between Christmas Day and New Year's Day as official University Holidays. The proposed name for the closure is "Winter Recess."

**Background:** The Ohio State University piloted a similar closure on December 23<sup>rd</sup> through December 29<sup>th</sup> and December 31<sup>st</sup> in 2021 by leveraging [Policy 6.15, Weather or Other Short-Term Closing](#). This closure extended the long holiday weekend and provided employees with additional opportunities to rest, recharge, and spend time with families, friends, and loved ones.

The 2021 pilot was an enormous success as many staff members reported a significant amount of gratitude for the closure in addition to an improvement in their mental health and well-being. USAC believes there is an opportunity to extend this benefit to a considerable number of employees at the Wexner Medical Center who do not provide direct patient care such as those staff members who work in Human Resources, Information Technology, Finance, and other administrative or support functions. USAC encourages the Wexner Medical Center to leverage its longstanding Holiday staffing procedures to manage the Winter Recess moving forward.

**Rationale:** Winter Recess fulfills several key strategic initiatives aimed at improving the overall job satisfaction of OSU staff members and ensuring that OSU is an employer of choice in Central Ohio. By closing non-essential functions during this time on an annual basis, OSU will improve the employee experience while maximizing operational excellence and resource stewardship by:

1. Improving Staff Morale
  - Provides all employees with the opportunity to disconnect without returning to a deluge of unread emails.
  - Demonstrates the University's commitment to families by providing parents with time off when the local schools are closed, and children are on break.
  - Demonstrates appreciation for staff and the impact their work has on the University.
2. Strengthening Recruitment and Retention Efforts
  - In the past year over 6,700 staff members left the University, and roughly 25% of staff members leave the University within the first year of employment.
    - Ohio State needs to strengthen its conditions of employment to remain competitive in the local market for talent as the Intel project comes to life.
  - Many peer institutions in the Big Ten as well as the private sector close their operations during this time of the year.
    - In the Big Ten, 8 out of 10 universities surveyed have instituted a shutdown period during the winter holiday season.
    - Private sector companies include Boeing, Amgen, Adobe, LinkedIn, PwC, and Cisco.
  - Allows new employees an opportunity to take an extended leave before they have been able to accrue enough vacation time.
  - Creates a competitive advantage in the employee experience to mitigate the lack of competition in the staff compensation model.



3. Reducing Energy Costs
  - Closing university buildings will reduce energy consumption and reduce our overall carbon footprint in decreased travel to and from the workplace.
4. Increasing Operational Excellence and Productivity
  - A study conducted by West Monroe Partners in 2018 found that closing the office more days during the holidays has a direct and positive impact on in-office productivity. Employees at offices that close additional days during the holidays are significantly more likely to report higher productivity during the time that they are working in the office (42% vs. 17% in offices that do not shut down outside of federal holidays).<sup>[1]</sup>
  - Research shows that taking a week off makes employees more productive. There's ample evidence that people who take regular vacations are both more engaged at work and get more done.<sup>[2]</sup>
5. Aligning with the University's Wellness Strategic Plan
  - Numerous studies have demonstrated that taking time off from work can improve the overall health of employees.<sup>[3]</sup> Vacations can reduce the risk of heart disease by 50 percent for men and 30 percent for women--but only if they take more than one vacation per year.<sup>[4]</sup>
  - An extended break is good for employees' mental health. Neuroscientists have found that brain structure is altered by chronic exposure to the stress hormone cortisol, which can be a major contributing factor to anxiety and depression. Feelings of calm arise from time away from work and relieve stress, which allows the body and mind to heal in ways that it could not if it were still under pressure.<sup>[5]</sup>
  - A growing body of research evidence indicates that employees who have higher levels of wellness:<sup>6</sup>
    - Are more engaged, productive, and satisfied
    - Perform at higher levels, including academics
    - Miss less work
    - Are at a lower risk for the development of chronic disease
  - Eighty-four percent of Ohio State faculty and staff believe that it is important for the university to promote and support the health and well-being of all Buckeyes.<sup>6</sup>



December 2022 / January 2023						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23 Presidents' Day (Observed)	24 Christmas Eve
25 Christmas Day	26 Christmas (Observed)	27 Winter Recess	28 Winter Recess	29 Winter Recess	30 Winter Recess	31 New Year's Eve
1 New Year's Day	2 New Year's Day (Observed)	3	4	5	6	

<sup>[1]</sup> 2018 <https://www.westmonroepartners.com/Insights/Newsletters/Employee-Productivity-During-Holiday-Season>.

<sup>[2]</sup> Westman, Mina & Etzion, Dalia (2007). The impact of vacation and job stress on burnout and absenteeism. *Psychology & Health*, Vol 16, issue 5, 2001, p 595-606; Zenger, Jack & Folkman, Joseph (2015). Are we more productive when we have more time off? *Harvard Business Review*.

<sup>[3]</sup> Mount Sinai Health System (2016). Systems biology research study reveals benefits of vacation, meditation; Hilbrecht, M., & Smale, B. (2016). The contribution of paid vacation time to wellbeing among employed Canadians. *Leisure/Loisir*, 40 (1), 31-54; Zhang, J. W., & Howell, R. T. (2011). Do time perspectives predict unique variance in life satisfaction beyond personality traits? *Personality and individual differences*, 50 (8), 1261-1266; Joudrey, A. D., & Wallace, J. E. (2009). Leisure as a coping resource: A test of the job demand-control-support model. *Human Relations*, 62 (2), 195-217; Perlow, L. A., & Porter, J. L. (2009). Making time off predictable--and required. *Harvard business review*, 87 (10), 102-9; Fritz, C., & Sonnentag, S. (2006). Recovery, well-being, and performance-related outcomes: the role of workload and vacation experiences. *Journal of Applied Psychology*, 91 (4), 936.

<sup>[4]</sup> Gump, B. B., & Matthews, K. A. (2000). Are vacations good for your health? The 9-year mortality experience after the multiple risk factor intervention trial. *Psychosomatic Medicine*, 62 (5), 608-612.

<sup>[5]</sup> <https://www.allinahealth.org/healthysetgo/thrive/importance-of-taking-vacation>

<sup>[6]</sup> <https://wellness.osu.edu/chief-wellness-officer/wellness-strategic-plan>

# Appendix D: Mental Health / Wellbeing - Sick Leave Policy Proposal

## Current state:

In April 2021, a Return to Campus survey revealed the following data regarding the wellness of our faculty and staff:

- nearly 20% of faculty and staff screened positive for anxiety
- nearly 10% of staff screened positive for depression
- slightly less than 10% of faculty screened positive for depression
- 41% of faculty and staff screened positive for burnout

The term mental condition appears only once in the Paid Time Off Policy, 6.27 and can be found in the definitions section:

*“Serious health condition - An illness, injury, impairment, or physical/mental condition that meets or requires any one of the following:”*

The term psychological appears twice in the sick time usage parameters for events other than birth and adoption (table following Policy Details II.H.1)

H. Sick time usage parameters for events other than birth and adoption (table following Policy Details II.H.1)  
 1. Amounts in the “sick time usage limit” column assume adequate time off balance is available.  
 a. The “sick time usage limit” is pro-rated for FTEs of less than 100%.

Event	Relationship To Employee	Documentation Required	Sick Time Usage Limit
Illness or injury (physical or <u>psychological</u> )	Self, immediate or extended family member	Time off and/or Leave request is required. Appropriate medical documentation may be required	As approved
Health examination (medical, <u>psychological</u> , dental or optical)	Self, immediate or extended family member	Time off and/or Leave request is required. Medical documentation may be required	As approved

Despite the above policy statement, Ohio State staff report inconsistencies in how supervisors interpret the above language in Policy 6.27 and some managers do not consider mental health/wellbeing as an appropriate use of sick leave.

**In line with Care and Compassion being one of five of Ohio State’s Shared Values and the University’s Wellness Strategic Plan, USAC proposes the following:**

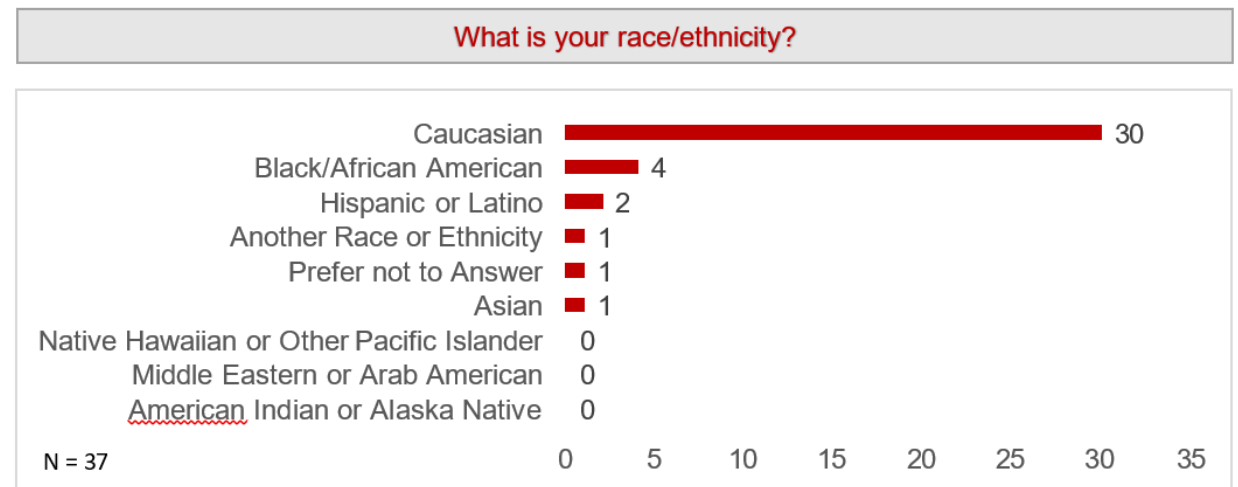
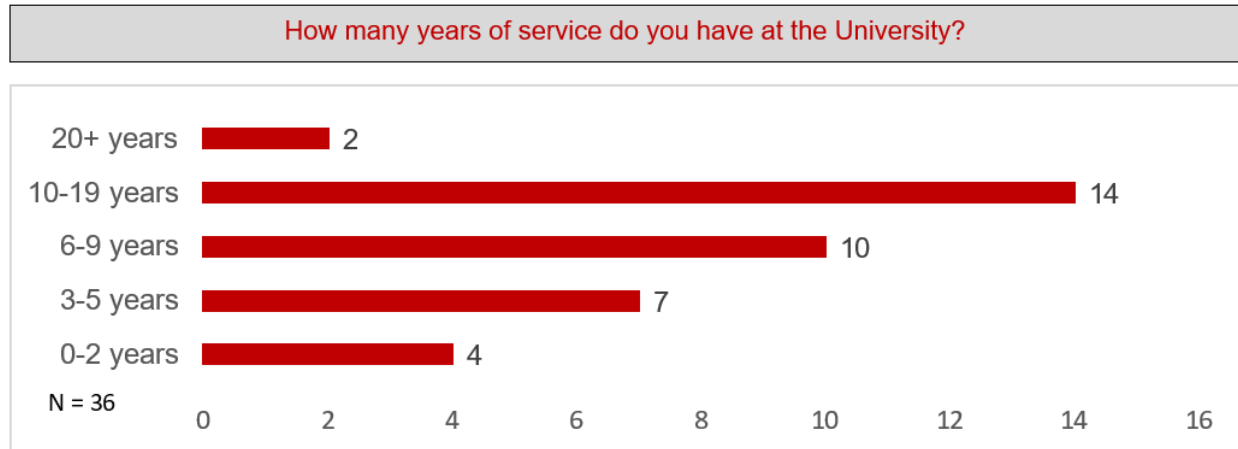
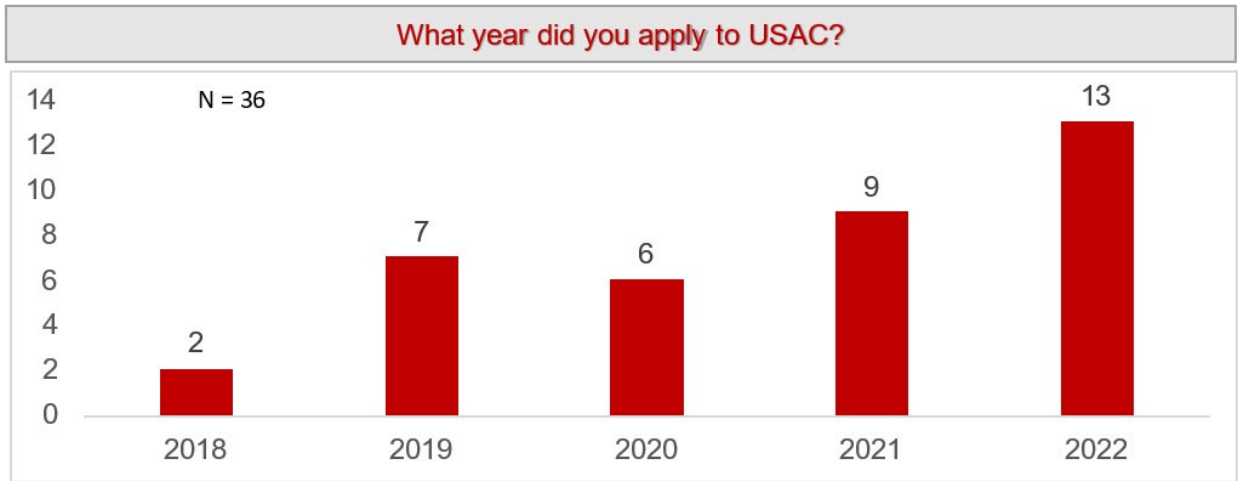
1. Add “Mental health / Wellbeing” to the language in the Definitions section and the Sick Time Usage Parameters for events other than birth and adoption of the Paid Time Off Policy, 6.27 (above table following Policy Details II.H.1)
2. Add the following to the Policy 6.27 – Paid Time Off Frequently Asked Questions

**What can sick time be used for?**

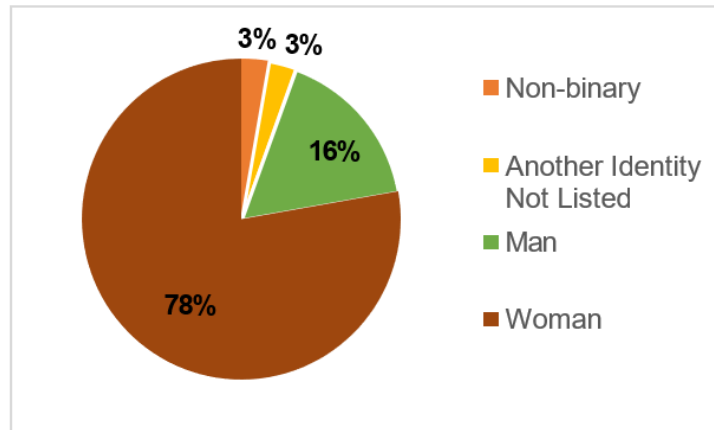
*Sick time may be used for your own or your immediate family members’ illness or injury, birth, adoption, foster placement, or bereavement (in accordance with the table following Policy Details II.G.2 and the table following Policy Details II.H.1). Sick time for your own illness or injury can be used if you are temporarily physically, mentally, or emotionally unable to focus on or perform your job duties. An illness or injury may be acute (short-term) or chronic (long-term) and many different types of medical conditions or symptoms may allow for the use of ill time. Some examples of common ailments for which sick time can be used include: a cold, the flu, stress, back injury, anxiety, sprained ankle, diabetes, depression, etc.)*



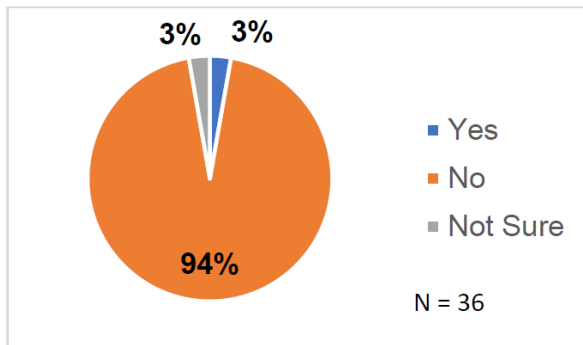
## Appendix E: Demographics for Candidates and Current Members



What is your gender?



Do you identify as transgender?



Do you identify as someone with a disability?

