

	<p>Provide learning opportunities for administration, faculty, staff and students on gender equity. The Women’s Place and partners, with the support of Provost McPheron has implemented the Advocate and Allies program, which focuses on transforming the climate of the institution by enhancing men’s engagement in equity work. Approximately 419 men from various units have participated in Allies workshops that were conducted by Advocates. The College Arts & Sciences is expanding the Advocates and Allies initiative in an effort to reinforce their progress around inclusive excellence.</p> <p>Provide inclusive excellence training. The practice of providing inclusive hiring trainings for faculty search committees at the start of each search is the predominant practice in place today. There are several models for delivering the trainings. Some colleges provide one or two workshop sessions on an annual basis, others conduct a facilitated workshop for individual searches, and some colleges use a combination of online training materials plus a facilitated discussion. While the larger colleges implement workshops that are tailored to their disciplines and internal practices, the Office of Diversity and Inclusion continues to consult with colleagues to update and refine practices and ODI staff collaborate with other units that have limited capacity to deliver trainings. ODI staff, along with Quinn Capers, MD, continue to host workshops executive-level searches in partnership with the Office of Human Resources.</p> <p>Require online applications for all faculty hires. This will allow better analysis of hiring practices by unit and will assist in Affirmative Action goals and planning. This will occur once Workday is implemented. All faculty, staff and students will complete an online job application. The Workday application will enable us to collect their basic demographic information as well as work experience. It will allow for multiple attachments and an opportunity for the faculty to attach a link to their personal website or work. The letters of reference can be collected immediately after the application is submitted or after the pool of candidates is whittled down depending on the department’s preference.</p>	<p>2015- Ongoing</p> <p>2015</p> <p>Unmet (projected completion with Workday in 2021)</p>	
<p>Lack of Understanding of Gender Bias</p>	<p>Transform workplace culture. Identify and address implicit bias through the Office of Human Resources via the offering of a 2-hour in-person workshop that is open to all employees. Approximately 200 leaders, including the Wexner Medical Center Senior Leadership Team, members of the College of Medicine Dean’s College Council (Chairs, Center Directors, Faculty Council Representatives, and Administrative Staff) and members of the Medical Directors Collaborative, including WMC physician leaders recently participated in Implicit Bias training, through an initiative organized by the College of Medicine’s Faculty Experience Committee.</p> <p>Buckeye Portal on Inclusive Excellence is expected to launch in Spring 2020. The Buckeye Portal for Inclusive Excellence is a central repository of Ohio State activities, events and programs that support the university’s efforts toward Inclusive Excellence. It serves as an entry point for unit action planning and</p>	<p>2018- Ongoing</p> <p>2020</p>	<p><u>Senior Leader Partners</u> Susan Basso, OHR Alison Mincey, OHR James Moore, ODI Kay Wolf, OAA</p>

	<p>cataloging of these efforts. It will provide opportunities for collaboration as well as serve as a foundation for identifying promising practices in inclusive excellence.</p>		
<p>Salary Inequities</p>	<p>Incentivize colleges to address inequities in salary when males earn more than females in similar positions. Diversity Impact Analysis is now a component of each dean’s review. Dean’s compensation correlates with diversity and inclusion outcomes during annual reviews. A faculty compensation review is planned for 2020</p> <p>Address salary inequities via Career Road Map (fka Compensation and Class). The Office of Human Resources is currently reviewing and addressing salary inequities. Academic advisors have been reviewed and adjusted. Other titles are now under review. HR will continue to build out Affirmative Action goals and planning to ensure ongoing compliance and best practices in approach.</p> <p>Dismantle barriers. The Kirwan Institute and the Office of Human Resources at The Ohio State University has joined the Columbus Women’s Commission to help dismantle barriers and reduce gender-based inequities to improve the economic position of women in Columbus. The Kirwan Institute published our Workforce for the Modern Woman to highlight gendered and racial pay gaps and help organizations identify concrete solutions to close these gaps. Kirwan partnered with a cohort of local champions of gender equity to share the results and encourage sustained dialogue. Partners included the Columbus Women’s Commission, the Women’s Fund of Central Ohio, the Women’s Place, and The Association for Staff and Faculty Women at Ohio State.</p> <p>Develop Buckeye Portal on Salaries. Comparison of employees by gender, rank, position and unit by salary are possible. HR will continue to build out Affirmative Action goals and plan to ensure ongoing compliance and best practices in approach. The TWP will work with Colleges and units on individualized planning around compensation, as necessary, from a compliance perspective.</p>	<p>2018-Ongoing</p> <p>Ongoing</p> <p>2017-2020</p> <p>2018-2020</p>	<p><u>Senior Leader Partners</u> Susan Basso, OHR Alison Mincey, OHR James Moore, ODI Kay Wolf, OAA</p>
<p>Glass Breakers/Awards</p>	<p>Institutionalize Glass Breakers. Needs a permanent institutional home. The Office of Human Resources declined adding Glass Breakers to the awards they oversee. The Association of Staff & Faculty Women in collaboration with The Women’s Place, has agreed to continue the Award.</p> <p>Equity in Awards. Pay careful attention to the composition of nominating and selection committees to ensure equitable consideration based on gender and ethnicity. Create more opportunities for early and mid-level career awards for staff. Distribute Academic Analytics data to Deans and department chairs annually, with a request to review the data and return to the provost with a one-page memo summarizing the status of women in their College or department and a preliminary plan to address any challenges identified in the data.</p>	<p>Continuous</p>	<p><u>Senior Leader Partners</u> Susan Basso, OHR Bruce McPheron, OAA Alison Mincey, OHR James Moore, ODI Kay Wolf, OAA</p>

<p>Faculty</p>	<p>Exit (separation) interviews. Standardize faculty exit interviews to identify themes related to separations.</p> <p>Examine faculty separations and retention. A Carole Anderson faculty fellow joined OAA to examine faculty turnover among “separated” faculty. She interviewed 32 faculty who resigned from the University.</p> <p>Conduct Ohio State Culture surveys. The administration of revised culture surveys for faculty and Wexner Medical Center staff began in Spring 2017, but non-Wexner Medical Center staff have not received it. As part of the Ohio State Talent and Culture survey we will be looking at best in class organizations and how they measure employee engagement. The goal of OHR would be to have one employee engagement survey for all employees at Ohio State but will not begin to explore this until Workday is implemented. In the meantime, the Wexner Medical Center still has their Press Ganey Employee Engagement survey and Ohio State launched a values and ethics survey which will provide information on values and ethics and in addition we will gain a secondary benefit to learn about our culture as it relates to how we behave from a values perspective.</p> <p>The College of Medicine Faculty Experience Committee implemented a Lactation Initiative to provide support for breastfeeding physicians:</p> <ul style="list-style-type: none"> • Upon returning from maternity leave, physicians electing to breastfeed may block 30 minutes during each half-day clinic for pumping. Physicians in a full-day clinic may block 30 minutes in both the morning and afternoon clinics. • Productivity requirements will be reduced by 12.5 percent of the derived wRVU target during the period, which may last up to one year post-delivery date, to reflect the reduction in scheduling capacity. • If the physician ends breastfeeding before the end of the year, she will return to the regular template and productivity requirement. 	<p>Unmet</p> <p>2018-Ongoing</p>	<p><u>Senior Leader Partners</u> Susan Basso, OHR Alison Mincey, OHR James Moore, ODI Kay Wolf, OAA</p>
<p>Flexible Work Policy</p>	<p>Encourage leaders to market innovative Flexible Work options to potential employees. In 2017, a PPCW task force conducted surveys on flex work utility. It recommended increased marketing of flexible work options in units across the campus. In 2019, USAC partnered with the PPCW to create a “Flex Work Toolkit,” to provide valuable resources that managers and employees across campus and the Medical Center can utilize when discussing flexible work arrangements.</p>	<p>2017-Ongoing</p>	<p><u>Senior Leader Partners</u> Susan Basso, OHR Alison Mincey, OHR</p>
<p>Parental Leave</p>	<p>Expand parental leave to include post docs. In 2015, the Faculty Resource Network began discussions on Parental Leave, Flexible Work Policy and other work-life intersections. In 2017, Provost McPheron joined the discussion on parental leave. In 2018, HR revised the University’s Paid Leave Programs policy to provide greater equity amongst Ohio State faculty and staff, including changes to parental leave eligibility and vacation accrual for post-doctoral researchers and associated faculty. The revised interim policy includes the following changes:</p> <ul style="list-style-type: none"> •Eligible faculty and staff may receive parental leave immediately upon hire. The required one-year of employment service (and obtaining at least 1,560 hours of active pay status) to be eligible for parental leave 	<p>2015-2019</p>	<p><u>Senior Leader Partners</u> Susan Basso, OHR Bruce McPheron, OAA Kay Wolf, OAA</p>

	<p>has been eliminated.</p> <ul style="list-style-type: none"> •Term employees (including post-doctoral researchers) of at least 75 percent FTE are now eligible for parental leave. •Post-doctoral researchers will earn vacation leave in accordance with the accrual schedule. •Twelve-month associated faculty will earn vacation at the same accrual rate as 12-month regular faculty. •Term appointments that are eligible to accrue sick leave are now eligible for vacation donation. 		
Mentoring	<p>Consider a university wide faculty and staff mentoring program that is administered through the Office of Human Resources. In 2017, a PPCW task force conducted surveys on mentoring and found that it was lacking in a coherent and institutionalized form in the University. Their recommendation was to formalize mentoring for faculty and staff at the university level with the recommendation that it incorporate components that are specific to women and ethnic/racial minorities. A draft policy was provided by the PPCW to the President and Provost in 2019.</p>	Unmet	<p><u>Senior Leader Partners</u> Susan Basso, OHR Bruce McPheron, OAA Kay Wolf, OAA</p>
Childcare	<p>Provide additional childcare services to OSU faculty and staff. PPCW met with the former and current senior HR partners along with the President and Provost about a new childcare facility and/or the possibility of contracting child care services with Bright Horizons.</p> <p>The OSUWMC is partnering with Juggle, Inc. beginning January 7, 2019 to provide backup/emergency childcare for OSUWMC faculty and staff. OSUWMC will pay for the first 1,000 booking fees for faculty and staff. The OSUWMC Legal team is working with Juggle to finalize an Agreement. It is recommended that the University consider the feasibility of offering this benefit to all University faculty and staff. In 2019, progress has not yet been made in offering this benefit to all OSU faculty and staff.</p>	Unmet	<p><u>Senior Leader Partners</u> Susan Basso, OHR Joanne McGoldrick, OHR</p>

4. Results/Findings

- a. See above.

5. Next Steps

- a. Continue to monitor actions and activities related to recommendations.

6. Recommendations

- a. Complete annual Closing the Loop reports.