



Oregon State
University

The Board of Trustees of Oregon State University

Executive, Audit and Governance Committee

May 16, 2024

1:05 – 2:25 pm

Memorial Union Horizon Rm.

AGENDA

Please note that items may be taken out of order.

- 1. Call to Order / Roll / Declaration of a Quorum** (*Schueler*)
- 2. Consent Agenda** (*Schueler*)
 - a. Minutes of the April 4, 2024 Executive, Audit and Governance Committee Meeting
- 3. Action Items**
 - a. Office of Audit, Risk and Compliance Progress Report (*Snopkowski*)
- 4. Discussion Items**
 - a. Human Resources Administration: Risk Management Report (*Horn, Ray*)
- 5. Executive Session**

The board will hold an executive session as part of its agenda, pursuant to ORS 192.660(2)(d) to conduct deliberations with persons designated by the governing body to carry on labor negotiations.
- 5. Adjournment**



**Oregon State
University**

The Board of Trustees of Oregon State University

Meeting of the Executive, Audit and Governance Committee

April 4, 2024

8:00 – 9:45 am

Memorial Union Horizon Room

MINUTES

Committee members present: Julia Brim-Edwards (*via Zoom*), Román Hernández (*vice chair*), Julie Manning, Elise McClure, Jayathi Murthy (*ex-officio*), Kirk Schueler (*chair*)

Other trustees present: Patty Bedient, Kasaundra (Kassy) Bonanno, Karla Chambers, Susan Clark, Grant Kitamura, Greg Macpherson, Inara Scott

University staff present: Andrea Ballinger, Jackie Bangs, Katie Fast, Ed Feser, Alix Gitelman, Lynn Gonzalez, Becca Gose, Mike Green, Jen Humphreys, Stacy Jeffries, Deb Mott, Paul Odenthal, Rob Odom, Julee Otter, Shalece Rains, Melanie Rose, Patti Snopkowski, Irem Tumer, Scott Vignos

Invited guests: Greg Hamann (Higher Education Coordinating Commission vice chair)

1. Call to Order / Roll Call / Land Acknowledgement / Declaration of a Quorum

Chair Kirk Schueler called the meeting to order at 8:00 a.m. Board Secretary Jackie Bangs called the roll and verified a quorum.

Chair Schueler read the university's land acknowledgment statement.

2. Consent agenda

- a. **Minutes of the January 18, 2024 Executive, Audit and Governance Committee Meeting**
- b. **Minutes of the January 18, 2024 Joint Meeting of the Executive, Audit and Governance Committee and the Finance and Administration Committee**

The chair sought a motion to approve the consent agenda. A motion was made by Vice Chair Hernández, seconded by Trustee Manning and approved by all committee members in attendance. The motion carried.

3. Action items

- a. **Office of Audit, Risk and Compliance Progress Report**

Deputy Chief Executive of Audit and Risk Julee Otter and Director of the Integrity Hotline Program Lynn Gonzalez presented a progress report for the Office of Audit, Risk and Compliance (OARC).

Otter provided brief remarks on the audit reports that were issued and commented on engagements in process and plan status. She noted that follow-up reviews are a key function and responsibility of the

OARC, as reflected in its charter, and that the office had been primarily focused on performing these reviews since the January board meeting.

Otter reported that the construction audit of the new PRAX building would wrap up soon and announced that the OARC was partnering with a consulting firm on a review of research accounting processes. She also noted that fieldwork would begin soon on an IT audit of third-party information security risk management and added that the OARC would provide support through a review of the IT project management process, with a primary focus on the Administrative Modernization Program.

Gonzalez talked about how the hotline fits into the OARC's strategic goals by assisting in the prevention of losses, detecting fraud earlier and promoting sound fiscal practices.

She gave an overview of Ethics Point, the confidential, third-party reporting hotline and incident management software OARC uses to allow anyone in the OSU community to report a concern. She added that the OARC plans to activate the mobile-friendly version of Ethics Point this year as well.

Gonzalez reported that the OARC had received 94 complaints in 2023, which is a 65% increase over 2022 and the highest number of complaints in one calendar year. She noted that 63 complaints came in through Ethics Point and 31 came directly to the OARC. She reported that 77 complaints were referred to a partner unit and the audit team in the OARC – which focuses on complaints about fiscal matters – investigated 11.

Gonzalez provided benchmarks with peer institutions, which are all public institutions of similar size to OSU and located in the Western half of the U.S. She reported that all but two of the 10 universities participating this year saw an increase in their total number of complaints, with the average number among all participating universities increasing from 46 in 2022 to 60 in 2023.

In response to a question from Vice Chair Hernández, Gonzalez confirmed that telephonic reporting was available 24/7. Hernández also asked about follow-up from the OARC when complaints were referred to a partner unit, and if anonymous reporters received any information about their complaints. Gonzalez said the OARC follows up to ensure that a complaint goes through a partner unit's internal process for review and investigation after it is referred. She added that anonymous reporters were informed that the matter was investigated, but they do not receive results or specific details.

Trustee McClure asked if Gonzalez thought the significant percentage increase in complaints was due to increased knowledge of the reporting function or more incidents. Gonzalez said it could be both, noting that eight out of 10 peer institutions saw significant increases.

Trustee Brim-Edwards asked if Gonzalez thought the increase in complaints would continue or was just a one-year spike. Gonzalez gave an overview of the trends, which showed an initial spike in 2018 after the rollout of critical training on reporting mechanisms, followed by a slight decline in 2019, then an abrupt decline in 2020 followed by an increase after employees returned to work after the pandemic.

Brim-Edwards asked what could be done to address the increase in workplace incidents if it continues, and Gonzalez said she was working closely with campus partners in her new role to start tackling problematic trends as they emerge and before they become a bigger issue. Brim-Edwards asked if people who filed complaints were satisfied with the process, and Gonzalez said there had not been any surveys done to collect that data. Brim-Edwards said the spike in complaints could be interpreted as a positive thing that people feel comfortable using the mechanism available to them.

Trustee Manning noted that the majority of hotline complaints came from staff and asked if that statistic applied to peer institutions. Gonzalez pointed out that OSU had also seen a significant increase in students using the hotline in 2023 but couldn't speak to peer institutions' reports because they had not yet provided this year's data.

Chair Schueler asked if it was common to see a cluster of complaints around a certain topic that could indicate a problem. Gonzalez said there were multiple complaints last year regarding one issue that was a significant complaint and was elevated to the Office of the General Counsel for advising a variety of units navigating that situation.

There being no further discussion, the chair sought a motion to accept the Office of Audit, Risk and Compliance progress report. A motion was made by Trustee Manning and seconded by Trustee Brim-Edwards. Before the vote, Trustee Brim-Edwards asked if there was any concern that two out of four recommendations for the IT audit were past due. Otter said the OARC felt IT's action plans were responsive and was comfortable with the delay since progress was being made. The original motion carried with the approval of all committee members in attendance.

b. Shared Governance Philosophy

Board Chair Kirk Schueler and Board Secretary Jackie Bangs presented the board's shared governance philosophy statement.

Secretary Bangs provided background and context on how the board arrived at the current statement, noting the process began at the October 2023 board retreat, which included a discussion of shared governance principles and how they function at OSU. She added that the faculty senate president, student government leadership, the provost and the president were involved in the discussion with trustees. Bangs noted that the committee had also reviewed key takeaways from the retreat discussion at its January 2024 meeting.

Schueler clarified that the statement was not a board policy, but rather a high-level document highlighting the board's commitment to shared governance.

Trustee Bedient cited persistent misunderstanding about what shared governance is and stressed that shared governance is not shared decision making. She emphasized the importance of delegation of authority and noted that the board delegates authority to the president and other decision makers in certain matters.

Vice Chair Hernández recalled a discussion of shared governance at the first board retreat he attended and his subsequent search for a detailed document on shared governance. He added that the current philosophy was a notable improvement on the statement in previous board materials.

Trustee Scott said she was originally skeptical the board could approve a shared governance philosophy in one meeting but expressed appreciation for the quality of the finished document. She noted a missing word in the bullet point on shared governance to be corrected.

Trustee Manning felt the philosophy accurately captured the comments and discussion from the October 2023 retreat and January 2024 board meeting. She stressed the importance of making sure the board continued to reference the document and make sure its shared governance partners were aware of it, since they have similar statements in place.

Chair Schueler sought a motion to recommend the shared governance philosophy to the full board. A motion was made, seconded and approved by all committee members in attendance. The motion carried.

c. SB 273: Implementation and Next Steps

Board Secretary Jackie Bangs and Trustee Julie Manning were joined by Executive Director of Government Relations Katie Fast (*by Zoom*) to present information on the implementation of Senate Bill 273.

Bangs provided background on the legislation, which was passed by the Oregon Legislature in 2023 and requires university governing boards to adopt policies on operational matters and include two new student positions (one graduate and one undergraduate). The legislation also removes the provision for the governor to decide whether the faculty, staff and student trustees are voting or non-voting, making it a requirement that all three categories of trustees are voting. Bangs noted that the board was able to amend existing policies instead of adopting new ones and added that the proposed amendments had been reviewed by Vice President and General Counsel Becca Gose and Chief Executive of Audit, Risk and Compliance Patti Snopkowski.

Bangs cited a requirement for all governing boards to submit a report by July 2, 2024, verifying compliance with SB 273 and showing how they are implementing changes. She added that OSU's report would include input from the Associated Students of Oregon State University (ASOSU), Associated Students of Cascades Campus (ASCC) and OSU's Faculty Senate. Bangs extended an invitation to trustees to connect with these stakeholders and said that a summary of any input would be included in the report.

Bangs gave an overview of the legislation's requirements of the Higher Education Coordinating Commission and recognized HECC Executive Director Ben Cannon, who met with university board secretaries to solicit their feedback and collaboration. She noted trustees would have a chance to interact with HECC Vice Chair Greg Hamann, who would join the board's ASC meeting as his schedule allowed.

Trustee Manning noted that Vice Chair Hamann had been a long-time partner to OSU and said his involvement would lend itself well to discussions of what collaboration with the HECC might look like going forward.

Fast added that she expected continued discussions around governance with both the HECC and the legislature.

Chair Schueler asked about the board's recruitment and appointment process and if having individual organizations like the ASOSU, ASCC and faculty senate submit recommendations to the governor could result in competing nominations. Trustee Bonanno, who participated in the search for the student trustee, spoke to that process, noting that the search committee included the presidents of the ASOSU and ASCC in addition to a representative of the CGE, the graduate student union. She said the CGE indicated they would submit their own list of names to the governor, but she didn't think that had happened. Bangs said additional names sent by stakeholders could be seen as a way to provide the governor with additional perspectives, rather than as competing nominations.

Vice Chair Hernández sought to clarify that different stakeholder groups submitting their own candidates to the governor was defined in the legislation, and Secretary Bangs confirmed it was, adding that stakeholder recommendations are deeply valued by the governor's office.

Chair Schueler sought a motion to recommend to the board approval of the amendments to the board bylaws, conduct of board meetings policy, presidential search and selection guidelines and board recruitment and appointment policy. A motion was made by Trustee Manning, seconded by Trustee Brim-Edwards and approved by all committee members in attendance. The motion carried.

4. Discussion items

a. Information Technology Ecosystem/Security, including risk management report

Chief Information Officer and Vice Provost for Information and Technology Andrea Ballinger and Chief Information Security Officer David McMorries presented the report.

Ballinger noted efforts to create a shared IT vision at all OSU locations across a decentralized organization to improve capacity and capability and support the broader university community in a digital world. She added IT had been moving the needle on projects vital to the success of *Prosperity Widely Shared* (PWS), the university's strategic plan. She said work on the IT strategic plan would end on June 30 and work was underway on an action plan for PWS that incorporates work done in IT over the past 4 years.

Ballinger announced OSU is ranked #2 in the state of Oregon by RiskRecon, which evaluates the quality of security programs, adding that the university was also ranked higher than all Big Ten institutions, including the new members.

McMorries walked trustees through the details of the risk management report. He also introduced key members of his team: Deputy Chief Information Security Officer Marjorie McLagan and Security Operations Center Manager Emily Longman.

He noted that OSU's information security program was based on the cybersecurity framework of the National Institute of Standards and Technology (NIST), which provides a straightforward way to measure processes, procedures and investments against risk.

McMorries mentioned significant investment in the Office of Information Security, which has grown from five to 20 FTE since he came to OSU. He said the office also employs about as many students, who gain experiential learning through the important work they do to protect the university.

Trustee Chambers noted the increasing sophistication of cyber attacks and the increasing difficulty of detecting fraudulent emails. She commended Ballinger and McMorries for the efforts in a growing area of concern.

Trustee Manning commented on the number of student employees in IT, noting the competitive hiring landscape for people with that expertise and the possibility of some students staying with OSU after they graduate. Ballinger added that OSU students find jobs with major companies across the country after finishing the program. McMorries noted that the College of Engineering and the College of Business are major contributors of student workers and commended those colleges for providing the education students need to be successful.

Trustee Bedient asked McMorries about quantum computing as an emerging risk for IT security. McMorries said that quantum computing threatens cryptography and that OSU's encryption could be at risk if an adversary had access to quantum computing. He noted the added challenges of AI applications that could create voicemail or Teams calls that imitate someone's voice. He acknowledged

concerns for the future but said he was confident OSU would be able to address those issues in time and did not feel quantum computing was a near-term significant threat to the university.

Trustee Macpherson noted the vulnerability of healthcare providers to ransomware attacks and asked if the same was happening in higher ed. McMorries confirmed it was, citing what appeared to be a ransomware attack at a Big Ten institution with a medical school at the beginning of the academic year. He also noted an attack on OHSU several years ago and added that cyber adversaries attack higher ed for some of the same reasons they target healthcare – because they know institutions can't afford the downtime. Ballinger added that the OSU team had been to two different Oregon institutions to help with equipment and make sure those institutions could come back quickly while they dealt with cyber attacks.

Vice Chair Hernández noted examples of ransomware attacks, one of which was caused by someone opening an attachment from a slightly modified email address. He said this was a problem across the public and private sectors and thanked Ballinger and McMorries for their work.

Chair Schueler asked Ballinger and McMorries for their thoughts on the possibility that the cost of securing technology could outweigh the benefits of using that technology. McMorries noted the importance of conversations about balancing the risks and rewards. Ballinger added that IT was simplifying the university's existing ecosystem so there is less technology controlling the institutions' data.

5. Adjournment

With no further discussion or business before the committee, Chair Schueler adjourned the meeting at 9:35 a.m.

Respectfully submitted,



Stacy Jeffries
Executive Assistant, Office of the Board of Trustees

Office of Audit, Risk and Compliance Progress Report

SUMMARY

The Oregon State University (OSU) Office of Audit, Risk and Compliance (OARC) provides a progress report to the president and the other Executive, Audit and Governance Committee (EAGC) members to assist with their governance and oversight responsibilities as outlined in the EAGC's charter.

The OARC performs independent internal audits, plans and oversees the university enterprise risk management process, and coordinates the institutional compliance program. The OARC's mission is to enhance and protect organizational value by providing risk-based and objective assurance and advice.

This report provides a highlight and status report for the audit, enterprise risk management (ERM) and compliance functions within the OARC. This includes activities that have occurred since the last EAGC meeting. The primary purpose of this progress report is to provide updates on internal audit activities. However, brief updates on compliance and enterprise risk are also included. In-depth information and updates on compliance and enterprise risk are provided annually as stand-alone reports.

AUDIT ACTIVITIES

The following table outlines the audit reports issued and the status of engagements in process. The OARC believes management actions planned or taken are responsive and demonstrate a commitment to continually improving operations.

Audit Reports Issued and Engagements in Process

Engagement Status and Risk Rating	Audit Objective
University Human Resources – Recruitment Audit <i>Issued - Medium</i>	The OARC completed an audit of OSU's recruitment processes for consistent, compliant and efficient practices. The audit found recruitments generally conformed to policy and requirements. Recommended opportunities for improvements include: address deviations from policy relative to background checks and record retention, and create process and documentation efficiencies through automation and training in the recruitment and selection process. These improvements will help support compliant and efficient recruitment efforts.
College of Agricultural Sciences – Oregon Seed Certification Service Revenue (OSCS) Review <i>Issued - Medium</i>	The OARC completed a review confirming the accuracy and completeness of OSCS revenue and accounts receivable activities. Overall, the review found the fiscal activity reported by the OSCS was materially complete and accurate. Opportunities for improvement were recommended around processes for excess fund balances, monthly reconciliations, and documentation to support revenue procedures and IT controls. These improvements will help to ensure the accuracy

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Engagement Status and Risk Rating	Audit Objective
	and completeness of financial information, as well as the business continuity of OSCS IT systems.
Facilities Services Key Shop Control Review <i>Summarizing Results</i>	The OARC identified opportunities to improve the tracking of keys issued to employees and enhance building security practices. The OARC is working with management to document action plans to support data integrity and maintain accountability as key data is transitioned to a new system.
Research Accounting Process Review <i>Summarizing Results</i>	The OARC contracted with an external consultant to provide an assessment and evaluation of OSU's research accounting practices. The objective of the audit is to ensure the university is effectively and efficiently maintaining compliance with federal research costing requirements while maximizing the recovery of costs in preparation for OSU's planned research enterprise expansion efforts. Fieldwork is ongoing with the final report and associated improvement opportunities expected in early June 2024.
Capital Construction Audit – Patricia Valian Reser Center for the Creative Arts (PRAX): Project Control Review and Interim Monitoring of Costs <i>Fieldwork</i>	The OARC engaged an external audit firm to perform a construction audit of the Patricia Valian Reser Center for the Creative Arts (PRAX). The objective of the audit is to verify compliance with contract terms and conditions, and ensure that construction charges are adequately supported, verifiable and appropriately allocated to the project. Scheduled to be completed in three stages, no findings were identified in the second stage review. The minor variances in the labor rates charged to OSU identified in the beginning stage audit were corrected by the contractor and confirmed by the audit firm during the second stage review. The closeout review began in March 2024 and will include expenses incurred since the conclusion of the second stage review.
Departmental Internal Control Review – Division of Educational Ventures <i>Fieldwork</i>	The OARC is conducting a departmental internal control review for the Division of Educational Ventures (Division), which includes Oregon State Online (Ecampus) and the Center for the Outdoor Recreational Economy. The objective of this review is to evaluate the internal control structure within the Division. The evaluation will provide leadership with assurances over fiscal management controls, governance and risk management practices.
Office of the Registrar <i>Fieldwork</i>	The OARC is conducting a review within the Office of the Registrar. The objective of the review will focus on ensuring processes around grade changes are in accordance with policy and that the process to establish/set course modalities is compliant with external requirements and best practices.

Engagement <i>Status and Risk Rating</i>	Audit Objective
Third-Party Information Security Risk Management <i>Fieldwork</i>	The OARC is conducting an audit regarding third-party information security practices. The objective of the review is to confirm control activities are in place for third-party IT vendors who store or process university data.
OSU Public Safety Operations and Emergency Operations Assessment <i>Planning</i>	The Department of Public Safety (DPS) is currently contracting with an external professional organization to perform a pre-accreditation review. The review will evaluate the sufficiency of operational plans and procedures being developed in preparation for accreditation. The OARC will support efforts by performing follow-up procedures on recommendations noted.
Capital Construction Audit – Jen-Hsun Huang and Lori Mills Huang Collaborative Innovation Complex <i>Planning</i>	The OARC is planning to engage an external audit firm to perform a construction audit of the Jen-Hsun Huang and Lori Mills Huang Collaborative Innovation Complex. The audit will be performed in stages, ensuring compliance with contract terms and conditions and that construction charges are adequately supported, verifiable and appropriately allocated to the project.

The OARC is also performing ongoing management of the university hotline and fiscal complaint investigations, external audit coordination and data analytics.

ENTERPRISE RISK MANAGEMENT ACTIVITIES

The OARC continues to facilitate the university ERM program with senior leaders and the board. The approved 2024 ERM topics are receiving ongoing support by leadership and the board. The OARC continues to routinely reach out to campus partners to support the prioritization of emerging risks and opportunities.

COMPLIANCE ACTIVITIES

Leadership for quarterly Compliance Executive Committee meetings; ethics advising, training and outreach; consultation, guidance and thought partnership for compliance partners; and participation in compliance and risk committees continue as planned.

The annual compliance and ethics report will be presented under separate cover at the October EAGC meeting.

STAFF RECOMMENDATION

Staff recommends that the Executive, Audit and Governance Committee approve the May 2024 OARC progress report.

Human Resources Administration: Risk Management Report

BACKGROUND

The Executive, Audit and Governance Committee (EAGC) annually reviews with university leadership the top risks that may impact Oregon State University's ability to meet its mission and objectives. Each of the identified top risks is assigned to one of the board committees based on alignment with the committee's charter and workload. Human Resource Administration and its objective to attract and retain the best talent, improve retention and reduce claims and litigation through effective HR and related business processes and system data improvements represents an enterprise risk of continuing relevance.

STATUS UPDATE

A summary of risk oversight included in Attachment 1 provides an overview of the last fiscal year's activities as well as plans for the coming year.

During FY24, the university undertook work to clarify the values, vision, and mission for human resources management at OSU, as led by the Office of University Human Resources. Strategic priorities include attracting and retaining high caliber, high performing employees so that OSU is an employer of choice. Work in FY25 will prioritize actions to support OSU's new strategic plan, *Prosperity Widely Shared*.

The university identified three key areas of HR focus to be responsive and competitive in the current labor market:

- Continuing to develop human resources tools that improve the employee experience throughout their employment at OSU;
- Preparing to respond to the bargaining, education and compliance needs of four unique labor contracts¹¹;
- Dedicating appropriate HR-related resources to enable OSU's success in achieving the goals of *Prosperity Widely Shared*.

Progress on these three key areas is summarized below.

NEXT STEPS

The university, guided by the University Human Resources leadership team, will continue to evaluate and respond to emerging risks related to employment and labor concerns.

¹¹ The four labor unions are the United Academics of Oregon State University (UAOSU) that represent academic faculty, the Coalition of Graduate Employees (CGE) that represent the Graduate Assistants, the Service Employee International Union (SEIU) that represent the classified employees in a joint contract across the seven Oregon Public Universities, and the Oregon State Public Safety Association (OSPSA) that represent the public safety professionals.

**Oregon State University
Enterprise Risk Management FY2024 Priorities
Human Resources Administration**

Risk Topic Oversight Summary						
Board Oversight Committee	Risk Topic	University Goal	Type(s) of Risks to be Prevented	Risk Owner(s)	Primary Risk Mitigation Strategy(ies) ²	Risk Mitigation Team
Executive Audit and Governance	Human Resources Administration	Attract and retain the best talent, improve retention, and reduce claims and litigation through effective HR and related business processes and system improvements.	Operational (safety), Compliance, Financial, Reputational	Provost	Reduce, Avoid, Share/Insure	Provost & Chief Human Resources Officer

¹ Definitions of mitigation strategies:

Avoid: Discontinue the activities that present unacceptable risk
Share/Insure: Transfer the risk through insurance programs

Reduce: Implement controls, practices, programs to lessen the risk
Accept: Proceed with the activity because the benefit outweighs the risk

Mitigation Plan	
Objective 1: Attract and retain the best talent	
Actions to Satisfy Objective	Status Report
<p>A. Adapt hiring and employment practices to have a competitive advantage.</p>	<p>Actions implemented during FY24:</p> <ul style="list-style-type: none"> • Utilized new sourcing tools including LinkedIn, HigherEdJobs and Seekout. • Improved the onboarding experience for new employees and provided enhanced visibility to supervisors. • Took steps toward pay transparency including posting of realistic salary ranges for professional faculty positions. • Provided new wellness tools and resources to respond to mental health needs of employees and their dependents in a culturally responsive manner. Launched Lyra Health November of 2023. • Developed resources for employees with diverse identity characteristics to build community, belonging and connections. • Developed competitive flexible work arrangement policies. • Contracted with a professional employer organization (PEO) to enable legally compliant hiring across the globe. • Explored new compensation mechanisms (bonuses, incentives, retention) and employee recognition plans. <p>Actions underway for FY25:</p> <ul style="list-style-type: none"> • Launch new lifestyle benefits program (e.g., cancer insurance, pet insurance, critical care insurance, auto and home policies) in Fall of 2024 to enhance our benefits offering as we strive to be an employer of choice in Higher Education. • Continue building awareness regarding work life programs, affinity groups, mental health support resources and wellness resources available to employees to support the health of our workforce. Transform the UHR website enhancing the experience of potential and current employees.

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	<ul style="list-style-type: none"> • Redesign and centralize recruitment resources so that hiring units engaging in these processes have streamlined access to resources for positive search practices and support. • Provide a clear roadmap for internal search processes. • Transform OSU’s processes for background checks and employment verifications by moving to new vendors that support more efficient and expedient completion of these key functions. • Adopt new recruitment practices that demonstrate that the values of diversity, equity and inclusion (DEI) are not expressed in an answer to a single question but in a comprehensive manner that can be observed in how an individual works and relates to others. • Hire a Talent Acquisition Partner to assist with recruiting related to the strategic plan and to set up an internal Executive Search Function. • Develop new position posting language unique to the university and the college/unit. • Utilize data from employees who depart from the university to further inform new initiatives and areas for improvement. • Continue to develop resources for employees with diverse identity characteristics to build community, belonging and connections. Facilitate connections starting during the onboarding process with welcome meetings, group onboarding and facilitated connection events. • Partner with multiple offices on campus to develop housing support resources for new and existing employees. • Design career progression support for employees to reflect both equal opportunity and internal advancement options.
<p>Objective 2: Improve OSU’s capability to engage and manage its workforce to support employee retention and reduce claims and litigation.</p>	
<p>A. Continue to enhance human resources tools to offer a modern platform for employees to engage in</p>	<p>Actions implemented during FY24:</p> <ul style="list-style-type: none"> • Sought input from stakeholders on the changes needed in the new systems to respond to their most pressing needs.

<p>processes and find relevant employing information improving the employee experience.</p>	<ul style="list-style-type: none"> • Refined the onboarding experience for new employees to include an onboarding process that begins in an online portal that allows employees to perform tasks at their convenience and provides for fewer manual human resources processes. This has already increased first day readiness for employees in the first iteration. In the coming year, as phases of the Identity and Access Management project are implemented by UIT we will see additional technology related gains in the onboarding process. • Supported employees in preparing for and participating in the Administrative Modernization Project that will transform all UHR processes as we move into Workday. Adopting a growth mindset across all URH teams and a new focus on the skills/competencies needed to accomplish critical strategic work. <p>Actions underway for FY25:</p> <ul style="list-style-type: none"> • Invest in technology that provides automation and makes resources available to employees on multiple platforms in real time. • Continue to improve HR Systems Delivery in ServiceNow to develop responsive processes that guide employees and supervisors through critical events in the employee lifecycle. • Continue to seek input from stakeholders on the changes needed in the new systems to respond to their most pressing needs. • Reduce the manual and administrative work that HR teams complete each day, increasing capacity to provide consultation to employees and supervisors. • Continue to refine the onboarding experience for new employees and internal OSU employees moving positions. Incorporate Information Technology Service Management (ITSM) into the onboarding process for new employees.
<p>B. Provide responsive, transparent services and strategic support to OSU departments and units.</p>	<p>Actions implemented during FY24:</p> <ul style="list-style-type: none"> • Facilitated monthly forums to provide updates and guidance regarding key processes for employees and units that happen throughout the course of the year. • Facilitated monthly meetings with units and departments with representatives of UHR teams to listen to concerns and respond with collaborative/strategic efforts. • Introduced a dedicated compliance team within UHR that manages legal and labor related compliance tasks. Refinements have been made in communication, tracking processes, updated policies, and more, which in turn reduces risks and administrative

	<p>costs.</p> <ul style="list-style-type: none"> • Launched the monthly Supervisor Newsletter with informative and timely resources for supervisors. <p>Actions underway for FY25:</p> <ul style="list-style-type: none"> • Collaborate with employees and supervisors to navigate unexpected employment matters. • Improve collaboration between UHR and Office of General Counsel to anticipate risk and seek proactive and preventative ways to train and educate supervisors in managing employee relation matters. • Continue to facilitate monthly forums to provide updates and guidance regarding key processes for employees and units that happen throughout the course of the year. • Continue to facilitate monthly meetings with units and departments with representatives of HR teams to listen to concerns and respond with collaborative/strategic efforts.
<p>C. Prepare the university to respond to the bargaining, education and compliance needs of four unique labor contracts and equip supervisors with training and coaching support in alignment with the labor agreements.</p>	<p>Actions implemented during FY24:</p> <ul style="list-style-type: none"> • Recruited and hired two new Employee and Labor Relations professionals to assist with the enhanced labor activity expected for FY24 and moving forward. • Prepared and executed critical research and preparation needed for the negotiations during FY24. • Began offering monthly supervisor forums and a supervisor newsletter. These resources provided OSU supervisors with timely information, operational process reminders, tips, tools, and information on learning and development opportunities. • Launched enhanced CORE training for supervisors during FY24 and pilot program Supervisor 101 for all supervisors at OSU that explains OSU’s organizational structure, the expectations of supervisors, labor law and employment law basics as well as the tools and resources available to supervisors. <p>Actions underway for FY25:</p> <ul style="list-style-type: none"> • Continue to prepare for the ongoing negotiations during FY24 and forward. • Consider modified organizational structure in UHR to implement provisions of collective bargaining agreements and the goals of Prosperity Widely Shared more

	<p>efficiently and effectively.</p> <ul style="list-style-type: none">• Launch comprehensive supervisor training and coaching program in Fall of 2024. These efforts will further enhance collective bargaining agreement requirements and reduce work effort dedicated to responding to grievances, information requests, and help bolster the ongoing relationship with the unions.
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Anticipated Performance Metrics		
METRIC 1: Retain the best talent; improve OSU’s capability to engage and manage our workforce to support employee retention. and reduce claims and litigation.		
Goal	Results	Comments
Goal: Continue effort to increase employee engagement and reduce employee turnover.	<p>During calendar year 2022, OSU experienced lower employee turnover than peer institutions. OSU will seek to maintain or reduce these rates in FY24.</p> <p>During calendar year 2023, OSU experienced lower turnover than peer RI institutions. We seek to maintain these lower turnover rates in FY25.</p>	<p>Turnover is costly for any employer. This cost includes advertising, the recruitment process, lost productivity, loss of institutional knowledge, and decreased morale.</p> <p>Initiatives that are supporting this goal include addressing known retention risks by exploring new compensation mechanisms, providing supervisor training, offering new lifestyle benefit programs, creating connection and belonging resources, providing innovative learning and development opportunities, mapping paths to career growth, and raising awareness of comprehensive mental health support programs.</p>
METRIC 2: Attract the best talent; improve OSU’s capability to recruit and engage qualified candidates.		
Goal	Results	Comments
FY24 Goal: Increase the number of applicants for OSU positions by 5% and reduce time to fill positions by 10 days.	For calendar year 2022, OSU received 15,264 applications for all posted positions. Also, within the past calendar year, the average number of days it took to secure a new employee from date of	By engaging with new platforms to recruit quality candidates, departments will have access to more qualified candidates to fit their unique positions and reduce productivity loss.

<p>FY25 Goal: Continue to increase the number of applicants for OSU positions and reduce the time to fill positions.</p>	<p>posting was 77 days.</p> <p>For calendar year 2023 OSU received 19,608 applications for all posted positions.</p> <p>Which far exceeds the prior year. We reduced the average number of days it took to secure a new employee from date of posting to 59 days, improving the timeline to hire.</p>	<p>By hiring a new Strategic Talent Acquisition Partner OSU will engage with industry partners in new ways to attract and retain professionals with targeted skill sets that support the strategic plan.</p>
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