

## The President's Council on Women's One University Proposal

Last fall, President Gee met with members of the President's Council on Women and requested that the group provide him with recommendations for action to address critical issues facing women at Ohio State. This package of interrelated proposals to forge *One University*, is the result of series of discussions among the Council members, including a facilitated workshop. We have also indicated how each proposal supports the Six Strategic Goals for Making the Coming Years Ohio State's Time. Detail on each item is provided in the attachment.

### **One University Forums**

Convene a series of forums to engage in a university-wide discussion that will facilitate our understanding of the culture in which we operate, with the goal being to further support the positive aspects and to address and change the negative ones.

### **Child Care First Study**

Appoint a small work group consisting of representatives from the Work Life office, the Child Care Center, Facilities, Operation and Development, Finance and the Architect's office to determine the cost ramifications of various options including an addition to the current center or building a new center, as well as the anticipated ongoing subsidy costs. The cost estimates then can inform the dialogue on how to address the child care crisis.

### **Single Parent Student Success**

Reconvene Tally Hart's committee to develop recommendations for measures the university could take to more thoroughly address the needs of students who are single parents. She has agreed to do this.

### **Career Development Commitment**

Develop a comprehensive, centralized career and professional development program for staff and faculty.

### **Success in Dual Career Hiring**

Appoint a task force to review the current dual career hiring policy to make improvement to the dual career hiring processes and funding mechanisms.

One University Proposals	One University	Students First	Faculty Success	Research Agenda	Community Commitment	Simplify Systems
One University Forums	X	X	X			X
Child Care First Study			X		X	
Single Parent Student Success		X			X	X
Career Development Commitment			X	X		X
Success in Dual Career Hiring	X		X	X		X

## **The President's Council on Women's One University Proposal** **One University Forums**

**Issue:** The culture of any organization can both support and impede the ability of its members to fully participate in a meaningful and satisfying way in that organization. For decades our community has talked about our culture but there continues to be a need for a more comprehensive understanding of how it operates to both support and impede us.

**Goal:** To enhance understanding of the way in which our university culture supports and/or impedes the ability of students, staff, and faculty to work in an environment of respect that allows them to fully participate in a way that also is personally fulfilling and satisfying.

**Recommendation:** The One University initiative will include half-day World Café forums during the 2nd-7th weeks of fall quarter. The World Café method, a model that is used to tap into the collective knowledge and experience of large numbers of people quickly, will be implemented at each forum. The expectation is that informative conversations will occur, knowledge will be shared and new ideas for positive action will be generated and noted. The World Café process, in and of itself, can be transformative for participants and consequently, the culture in which they exist. Topics addressed during the forums will be derived, in part, through consideration of the results of the University staff and faculty surveys, which will be completed this Spring. This initiative supports the President's strategic goal of "Forging One Ohio State University":

- forums will be facilitated by outside consultants who have expertise in World Café techniques; consultants will be assisted and informed by an advisory group of OSU faculty, staff, and students selected by President Gee, who have been trained in the techniques
- a total of 15 forums will be conducted; 10 on campus and 1 at each regional campus including ATI
- invitation to participate will be extended by President Gee to all students, staff, and faculty
- a computerized registration process for volunteers, a website and data base will be created by OIT; demographic profiles will be administered through the website & data base
- demographic goals for participant profile for each forum:
  - a. 1 vice president
  - b. 5 associate/assistant vice presidents
  - c. 10 students: 5 undergrad & 5 grad or professional
  - d. 2-3 deans
  - e. 2-3 department chairs
  - f. 28 staff: 4 from each of the 7 EEOC classifications
  - g. 20 faculty: 4 from each of the following categories: full professors, associate professors, assistant professors, clinical faculty, auxiliary faculty
  - h. The participants would reflect the demographic profile of the university based on position held (faculty, staff, or student) as well as gender, race, and other factors for which records are available. Concerted effort will be made to encourage participation by representatives of all university employee classifications. If there are more volunteers than needed, random computer-generated selections, based on the desired profile, will be made
- the forums will be strategically located around campus to promote participation

- outreach efforts such as Facebook will be used to generate student participation
- President Gee will emphasize that all vice presidents, associate vice presidents, assistant vice presidents and deans are expected to participate
- The initiative will culminate with a final forum/reception to be hosted by President Gee. All participants will be invited and their contribution will be celebrated

### **Outcomes**

- Collaborative dialogue will promote an increased sense of community as well as create a platform for defining the university culture comprehensively
- The consultant facilitators will confer with the advisory group and will prepare a report(s) that summarizes the themes and ideas for positive action that emerged during the forums.
- President Gee and the advisory group will meet to determine next steps

### **Child Care First Study**

**Issue:** Child care is one of the major challenges facing women faculty, staff, and students. In our community, there is a critical shortage of child care facilities for children 24 months and younger. The wait list at centers is typically 12-18 months.

**Goal:** Ohio State to add additional capacity for the university community and develop cost estimates and funding mechanisms to do so.

**Recommendation:** The appointment of a small work group consisting of representatives from the Work Life office, the Child Care Center, Facilities, Operation and Development, Finance and the Architect's office to determine the cost ramifications of various options including an addition to the current center or building a new center, as well as the anticipated ongoing subsidy costs. The cost estimates then can inform the dialogue on how to address the child care crisis.

### **Single Parent Student Success**

**Issue:** Students who are single parents have needs that are not well addressed by our current structures. In 2005, a group chaired by Tally Hart examined the needs of non-traditional students, which included students who are single parents, for a grant proposal that was not supported by the foundation to which it was submitted.

**Goal:** To develop strategies to help ensure to academic success of single parent students and to better support and expand programs, such as the Access Collaborative, which have a proven record of contributing to the success of these students.

**Recommendation:** Tally Hart to reconvene the committee to develop recommendations for measures the university could take to more thoroughly address the needs of this community.

### **Career Development Commitment**

#### **Issues:**

**Historical Data:** During 1986 – 1991, the former Office of Human Relations offered a highly successful, vibrant and comprehensive career development program for both faculty and staff. The office employed 8 staff members, often had a waiting list, and

offered individual career counseling as well as a variety of programs/workshops on career transition, resume development, interviewing skills, and career decision-making. The Office of Human Relations also offered a Professional Development Program that included staff internship opportunities and also served as a centralized resource for a variety of OSU, Columbus and national leadership/career and professional development programs.

*Current Programs:* Career and professional development support does not currently exist at the university. Formal leadership development programs<sup>2</sup> do exist to support faculty and staff, but these programs are only available for a select few on an annual or bi-annual basis.

*Turnover Rate:* In fiscal year 06/07, the university experienced a 12.5% turnover rate among all women. The national average indicators consider 10% or less a “good” turnover rate, suggesting that Ohio State’s turnover rate among women is higher than the average.

*Career Advancement:* Fewer than one-half of the respondents to the 2001 Staff Development and Work/Life Survey Report know what to do to advance at OSU, and only one-fourth think that career opportunities at OSU are good. Further, there were differences among classifications with regard to career development opportunities. Senior A&P workers are more likely than CCS workers to have flexible schedules for pursuing professional development opportunities.

In addition, the 2001 Staff Development and Work/Life Survey Report also stated that “.....career advancement opportunities are the greatest source of dissatisfaction and therefore [a] priority area for improvement. Career advancement coupled with professional development opportunities presents a promising area of focus that would simultaneously meet organizational and individual needs.”

*Professional Development:* Almost half of the staff responding to the 2006 USAC survey indicated that funding for professional development would enhance career development, and yet an almost equal number indicated they were not encouraged to pursue these opportunities. Thirty-two of the respondents even indicated they were not supported either with funds or time off for professional development purposes.

### **Goals:**

- Enrich the quality of work/life and nurture talent by providing intellectually stimulating career journeys and collaboration opportunities that will positively influence the dynamic, energetic, passionate and loyal culture that exists at Ohio State by investing in and supporting the university’s most important asset: its people.
- In an effort to support the *rules of engagement* and the *operating principles* outlined by President Gee in a memo to university leadership on October 29, 2007, we concur that it is our collective responsibility to:
  - Hire and retain extraordinary people;
  - Fully support both faculty and staff in aligning their genuine interests, passions, abilities and values with their positions at the university;
  - Create a high performance culture; and
  - Help advance the careers of those with whom we work. Talent abounds at Ohio State, and we must take the time to grow it.

**Recommendation:** The President's Council on Women (PCW) recommends the development of a comprehensive, centralized career and professional development program for staff and faculty of The Ohio State University. This initiative supports the work of the Talent Acquisition, Retention & Engagement Committee and the goal of becoming a Top 100 Workplace by creating a department that is dedicated to providing a personalized career development program for interested faculty and staff. This proposal is in alignment with the Office of Academic Affairs priority of Talent Acquisition and Retention Planning by developing career path strategies and then coordinating existing resources to maximize the intellectual potential of faculty and staff.

Hire a Director of Career and Professional Development (\$80,000 - \$90,000) to develop a comprehensive career and professional development program for faculty and staff to include: career coaching, assessment, exploration, mentoring/shadowing/on-boarding, networking, job search skill development, and dual career employment services.

### **Success in Dual Career Hiring**

**Issue:** Ohio State adopted a dual career hiring policy for faculty several years ago. Deans and department chairs have expressed dissatisfaction over the lack of a consistent and sufficiently resourced funding mechanism to effectively compete for dual career hires. Additionally, the policy does not apply to senior administrative hiring situations.

**Goal:** To develop a consistent university-wide policy and procedures, supported with sufficient funding, for dual career hiring for faculty and senior administrative positions.

**Recommendation:** Appoint a task force to review the current dual career hiring policy to make improvement to the dual career hiring processes and funding mechanisms.