



## Staff Advisory Council

### MINUTES FOR GENERAL COUNCIL MEETING

Friday, February 12, 2016  
10:00 AM – 11:30 AM  
Toepfer Room, Adelbert Hall

The meeting was called to order at 10:05am by Jim Nauer.

#### IN ATTENDANCE:

Gia Adeen	Paul Keeley	Jim Prince
Nanthawan Avishai	John Killings	Johnny Sams
Sharon Burke	Richard Kramer	JC Scharf-Deering
Pamela Collins	Linda LaPinta	Morley Schwebel
Diana Fox	Ana Merdita	Matt Smith
Pat Greene	Jeremy Naab	Shannon Swiatkowski
Theresa Grigger	James Nauer	Patty Urbon
Jennifer Hawkins	Karyn Newton	Nancy Vitale
Suzanne Healy	Kathleen O'Linn	Michael Yeager
Beth Jones	Christine Olson	
Barbara Juknialis	Martha Payne	

EXCUSED: Timothy Eppich, Ryanne Gallagher, Laura Huffman, Ayla Siemon, YoLonda Stiggers  
\*\* See also: attendance chart at end of minutes

- I. **Approval of Minutes from December 4, 2015 Meeting and Budget Report**
  - Minutes approved: Motion made by Michael Yeager and seconded by Karyn Newton.
  - Budget report: We have spent \$188.84 so far this year. Expenses for the February meeting (coffee, \$45) and APN conference (folders) have not yet been recorded.
    - Due to the understatement of QuickPay income for the Basket Raffle (and one other income item that may also be Basket-Raffle related), we have \$311.05 more than expected in our account; once the source of the 2nd income entry is determined, the Community Service committee will be charged with identifying an appropriate way to donate that amount.
    - There is \$4,492.17 remaining for the rest of the budget year.
- II. **Announcements from HR:** No representatives from HR were present
- III. **Announcements from Chair and Vice Chair:**

- SAC Success: Addressing the issue of employees with late performance reviews: the issue has been discussed for many years. Last fall, the concern made it to President Snyder who mandated that the issue be resolved. According to HR, the percentage of CWRU employees who have had late reviews is down to 3%.
- Official response to Staff Climate Survey SAC Recommendation was received from HR (see attachment): a Staff Climate Survey will be done by Institutional Research
  - Please send suggestions for topics/questions to Policy Committee - Karen Romoser or Jim Nauer (NOT Johnny Sams)
- SAC Officer Elections – Please consider the two positions available for election as described below. Please nominate someone you trust, a friend, or even yourself if you would like to serve. Send your nominations via email to [sac-nominations@case.edu](mailto:sac-nominations@case.edu). All nominations are due on or before **March 14, 2016, at 5:00 pm**.
  - The Staff Advisory Council Vice Chair: shall be elected by the Council to serve a one-year term as Vice Chair followed by a one-year term as Chair. The duties of the Vice Chair shall be: execute the duties of the chair in his/her absence; assume duties of the chair if the chair vacates his/her position (through resignation, retirement, personal, etc.); act as parliamentarian; assume any duties as assigned by the Chair; serve as ex officio member of committees; assume the position of Chair after one year.
  - The Staff Advisory Council Secretary: shall be elected by the Council to serve a one-year term. The duties of the Secretary shall be: prepare and distribute the minutes of each meeting; prepare the agenda for each meeting in consultation with the Chair and Vice Chair; assume such other duties as assigned by the Chair.
  - Please follow this link to learn more about SAC officer elections & privileges as outlined in ARTICLE II. GOVERNANCE Sections 1-5 of the SAC Constitution: <http://case.edu/sac/general-council/constitution/>.
- Changes to the 2016-2017 meeting schedule: In response to some SAC representatives who are unable to meet on Fridays, the SAC General Council schedule has been changed to alternating Thursdays (from 1 – 2:30pm) and Fridays (from 10 – 11:30am).
- On February 5, 2016, members of SAC were invited to discuss the CWRU Diversity Strategic Plan with consultants brought in by the Office of Inclusion, Diversity and Equal Opportunity (OIDEO). Present were: Diana Fox, Paul Keeley, Jim Nauer, Karen Romoser, Johnny Sams, Shannon Swiatkowski. Jim Nauer read aloud the comments shared with an external review board of senior diversity officers.
- Karla Schiebel, a Weatherhead graduate student and staff member, will be leading SAC through an **Appreciative Inquiry Summit** in early 2016. So far, she has conducted over 16 interviews with SAC members. The goal of Appreciative Inquiry is to identify key assets of an organization and capitalize on those to strengthen the whole. We are excited to enter this process with her guidance. If you know of individuals who you think should be part of the Summit/ information gathering, please send names to Jim Nauer or Diana Fox.

#### IV. Presentations:

- Bob Hall, Director of the Professional Development Center
  - Bob Hall began his role in November 2015, although his presence has not formally been announced

- He gave a general overview of his priorities:
  - His area will manage Staff Awards, Engagement, Party on the Quad
  - Building infrastructure/ tracking of professional development activities with the goal of staff being able to access documentation of the activities in which they have participated
  - APN Conference – partnership with APN committee
  - Talking with Staff to learn what the needs are – he welcomes invitations to come to speak to departments/groups across campus
  - Goal: to create a culture of professional development – that it is valued & expected
- Ideas brought forth by SAC committee:
  - Compensation projects – creating equity
  - Focusing on “what constitutes a good supervisor”
  - Collaboration & cross-training (ie: Professional Development “credit” for facilitation of Diversity 360 & Sustained Dialogue Programs)
  - Focusing on “how did you contribute to the university” in performance evaluations – getting supervisors to support “getting out and volunteering”
  - Reducing fear/sense of it being “dangerous” to grow one’s resume
    - Bob said he believes the standard for a good supervisor should be “Are people better for having had you as a supervisor?”
  - Mentoring Circles – has been a good program for some SAC members
  - Suggested classes for supervisors
  - Consider Wellness Program incentives – add “Campus Citizenship” to performance reviews

## V. Reports of Standing Committees

### a. **COMMUNICATIONS:** Shannon Swiatkowski & Diana Fox

The Communications committee met on 12/10/16, 1/12/16, and 2/11/16.

- Our constituent email lists are currently housed on Lists.case.edu, but will be transitioning to Google Groups soon. There shouldn’t be any changes on the user end, but we will keep everyone updated when changes occur.
- The March 2016 Newsletter is being assembled and will be available on the SAC website by the end of the month.
- We would like to remind all elected members to visit the Committee Selection Form that is available on the Standing Committees page of the website. Elected reps can designate the subcommittee on which they plan to serve and make changes whenever necessary. Also, if you would like to add content to the website, please visit the Communications Committee page to submit a request.
- The committee is still welcoming new members: website updating, article writing, and/or photographers.
- Starting in January 2016, our committee will have quarterly face-to-face meetings on the second Tuesday from 12-1pm at a local restaurant (check the website for exact

locations). During the other months, we meet on the second Thursday of the month from 2-3pm via teleconference.

**Our next meeting is a teleconference on March 10, 2016 at 2:00pm.**

- b. **COMMUNITY SERVICE:** Theresa Grigger & Laura Huffman
- No report: the Community Service Committee did not meet in December 2015 or January 2016.
  - **Next meeting: Monday, February 15, 2016 1:30-2:30 in Crawford 528**
- c. **ELECTIONS:** Karyn Newton & Jim Prince
- SAC Elections Committee Report – 2/11/16
  - The Elections Committee has prepared the schedule of events for the upcoming officer and general elections (see attachment). To this end, the call for nominations for the positions of Vice Chair and Secretary will be made at tomorrow's general council meeting, with an e-mail to be disseminated after the meeting for those not in attendance. Nominees for both positions will have the opportunity to address the SAC body at the general council meeting on April 15th, 2016, with the election to begin immediately after the meeting and to conclude on April 29th.
  - The Elections Committee is scheduled to meet at noon, Tuesday, May 3rd (location TBD), to verify results of the officer elections, after which both SAC and Human Resources will be notified of the results.
- d. **FRINGE BENEFITS:** Cheryl King & Karen Romoser
- Fringe Benefits Committee met on 12/15/2015; In attendance: Cheryl King, Colleen Karlo, Nanthawan Avishai, Patricia Green, Amy Sheldon
  - **OLD BUSINESS:** The committee's focus is still with health wellness programs here at CWRU. We are looking for ways to have the funds to promote to staff at discounted rate the Fitbit. We continue to think that the fitbit being used to track calories, steps, heartrate, is something everyone could use as a way to be more heathy in 2016. Could the University purchase a number of fitbit's and then offer them as an "incentive" as part of the wellness program? Or, the University could purchase another type of "tracker", (a fitbit "knockoff") and then if you meet certain incentives (as determined by wellness team) you will receive the Fitbit as an award for meeting those incentives. We will invite Mary Ann Dobbins from the wellness program to our meeting to discuss some of our ideas.
  - **NEW BUSINESS:** We are being made aware of some interesting staff salary and discounts happening at our University and others. It is our understanding that at John Carroll University, their hourly staff are getting "extra pay" every 6 months? Does it have to do with the government regulation changing exempt staff and non-exempt staff based on their wages? We are looking into this. What about the parking discount here for staff earning 50K and under? How about a parking discount for all levels of pay? Then there are the staff discounts being offered all round the University Circle area, can this

extended to other offerings? Botanical Garden, Art Museum, Case Medical Center – Univ Hospital cafeteria and gift shop. Why no discounts there for staff? Then we discussed other staff issues such as vacation time accruals, how much do we accrue each year? If you leave, you are paid out vacation time, how much are we able to keep in our vacation accruals? Then, there appears to be a big discrepancy in vacation time based on number of years of service for exempt vs. non-exempt staff.

e. **STAFF POLICY:** Karen Romoser & Johnny Sams

The Staff Policy Committee met on January 21, 2016

- In attendance: Karen Romoser, Johnny Sams, Charles Knox, Cheryl King, Patricia Greene, Nanthawan Avishai, Ayla Siemon, JC Sharf-Deering, Kathy Willson
- **AGENDA ITEMS:**
  - Where does SAC fit in?
  - Also discussed origins of policies and review of the HR manual, which is in process.
  - Discussed idea of leadership training for supervisors, which has also been discussed in Sustained Dialogue. To date, there is no known information from administration on what progress, if any, has been made in any administrative discussions about this idea.

f. **STAFF RECOGNITION:** Rick Kramer & Pam Capasso

SAC Recognition Committee met on Thursday, January 21, 2016 Crawford, rm 528, 12-1pm; present: Rick Kramer, Pam Capasso, Beth Jones, Martha Payne; Missing in Action – (MIA's)Lisa Kouns, Pam Collins, Lisa Board-HR Rep

- **Meeting notes – from January 21, 2016**
  - Welcome Lisa Board
  - Explain President's Award Process and requirements for selection of nominee's.
  - Explain Robin Kramer Award, the changes and requirements.
  - POTQ
  - Committee members must attend a minimum of 2 meetings to participate in the selection/voting process for The President's Award and The Robin Kramer Award.
- **Set schedules for President's Award & Robin K. SAC Award – New business**
  - ✓ President's Award
    - Set date for call for nominations (email & Case Daily) - Rick
    - Set due date for nominations (3/31/16 and time 5pm to Pam Capasso.)
    - Determine final selections submit to HR & then President Office by 4/21/16
    - Submit nominees to HR for verification by 4/27/16
    - Submit to President's Office by 5/2/16
    - Update nomination form Pam.
    - Update volunteer schedule in Google Docs - Rick
    - Create selection committee packets and deliver to members - Pam Capasso., 4/4/16
    - Create Flyer - Martha
- **Robin Kramer SAC Volunteer Award – New business**
  - ✓ Robin Kramer SAC Award: **NOW OPEN TO ANYONE IN CAMPUS COMMUNITY**

- Set date for call for nominations (email & Case Daily) - Rick
- Set due date for nominations (3/31/16, 5pm to Pam Capasso.)
- Determine final selections submit to HR & then President Office by 4/21/16
- Submit nominee to HR for verification by 4/27/16
- Submit to President's Office by 5/2/16
- Update nomination form - Pam.
- Create selection committee packets and deliver to members - Pam 4/4/16.
- Create Flyer - Beth
- **POTQ – New business**
  - Confirm with HR date and time – 7//2016, 3-6pm ?
  - Update volunteer list in Google docs - Rick
  - Update donation letter for gift/prizes by – Pam Capasso
  - Create Flyer for POTQ - ??

***Above dates are subject to change.***

- **Distribution of Flyers for President's Award & Robin Kramer Award**
  - Rick & Lisa Board – North side of campus
  - Lisa K., Beth & Martha – Quad
  - Pam Collins – School of Nursing & Dentistry
  - Pam Capasso – School of Medicine, CASC, & BioEnterprise
  - Flyers will be emailed or displayed on boards by February 12, 2016.

**Next Meeting: Thursday, February 18, 2016 – Crawford Hall 512**

- g. **STAFF TRAINING AND DEVELOPMENT:** Suzanne Healy & Sharon Burke
  - No report as the committee did not meet in January 2016.
  - Administrative Professionals Network (APN) Conference – limited to 200 people – Wednesday, March 9, 2016 from 8:00am-1:00pm at Peter B. Lewis Building. For more info: [apn-org@case.edu](mailto:apn-org@case.edu).
  - Bake sale held on 2/11/16: 3 locations raised \$438 for SEEF Fund

## **VI. Reports of Ad Hoc Committees and Liaisons to University Committees**

- a. **SUSTAINABILITY INITIATIVES:** (open)
  - No report
  - **As Kathleen Dowdell is retiring from CWRU, a new representative is needed for this committee.**
- b. **UNIVERSITY FRINGE BENEFITS:** Barbara Juknialis
  - The Committee met on February 10, 2016.
  - Open Enrollment: 47% of enrollees in the University-offered insurance programs actively participated in open enrollment by logging into HCM and submitting their elections. There was little migration in the medical plans, with just a slight increase in the HealthSpan HMO option (possibly because of the health club membership benefit). There

was little change in the dental or vision plans; most people are enthusiastic about this now being an annual election option.

- HealthSpan Update: HealthSpan notified Case in mid-December about its plans to shut down its physician network by March 31, 2016. The University contacted all subscribers and offered them a chance to switch insurance carriers; very few people chose this option. The insurance operation still exists and there are providers and facilities. Most of the affected physicians signed on with Metro, and Metro is taking over some of the facilities. There are also UH providers in the network. At some point, the University may issue an RFP to seek a new provider.
- Service Provider Discussion: Meritain (the company that administers the University's dental insurance) notified Benefits that a provider was billing for treating his own immediate family members. This practice is specifically prohibited in the University's medical plans, but was apparently omitted from the dental plan. The University will be changing its dental plan to prohibit this practice; the change will be prospective—i.e., from the date of the change going forward.
- The next scheduled meeting is March 9, 2016.

c. **FACULTY SENATE:** Jim Nauer

- December 2015 meeting: the Faculty Senate realized at this meeting that everything that they had voted on in the previous three months was invalid because there was no quorum.
- Jim Nauer did not attend Jan. 2016 meeting
- It was discussed that when the Chair is unable to attend Faculty Senate meetings, another SAC representative should go in his/her place.
- Another initiative being discussed in Faculty Senate: Cross-team leadership meetings which would include Staff Advisory Council, Undergraduate Student Government, Graduate Student Council, and Faculty Senate.

d. **DIVERSITY LEADERSHIP COUNCIL:** Laura Huffman

- DLC Retreat – Tues. Feb. 9th  
Facilitator, Dr. Denise Douglas, Associate Dean for Executive Education from WSOM  
The retreat focused on the Strategic Plan.
- Diversity External Review Focus Groups - Feb. 3rd – 5th  
The Consultants conducted focus groups with a variety of campus organizations, including the DLC, President's Cabinet, SAC and students.
- Minutes from Dec. 8th meeting  
Diversity 360 - about 2,000 students and nearly 350 faculty and staff have completed Diversity 360 training and a number of departments have requested the training for their staff. In addition, in the spring the Office for Inclusion, Diversity and Equal will host open sessions monthly that will be available to faculty and staff. They are also considering sponsoring "lunch and learn" discussion groups.

- Dr. Mobley discussed the national climate; there are too many incidents in which individuals are using their power and words in ways that are not inclusive. The discussion also included student activism and unrest on college campuses across the country. She said she expects increased activism at CWRU and on other campuses in the upcoming semester. However, the university should take pride in the fact that it has a number of initiatives in place that address some of the issues of concern voiced by students on other campuses.
- Mobley announced that her office will plan another Viewpoint Forum and the topic for the event will be immigration. The forum will include two speakers with different views about immigration. Members of the audience will have an opportunity to ask questions of the speakers but also will be encouraged to share their views and experiences related to immigration. An exact date for the Viewpoint Forum has not been set.
- The CWRU African American Society presented a Lifetime Achievement Award to the late Congressman Louis Stokes earlier this month at the group's annual Ebony Ball.
- Joseph Terchek of Institutional Research told the DLC that two questions have been added to the FASFA related to LGBT issues. He also mentioned that recent survey results show that CWRU students have more intercultural interactions on campus than students at peer institutions.
- It was also announced that students of color in the School of Medicine plan to meet with Rhonda Williams, PhD, associate professor of history and founder and director of the Social Justice Institute, to discuss issues of concern. Williams was recently appointed to Cleveland's Community Police Commission, which is charged with examining issues related to police brutality and police policies and practices.
- Laura Huffman of the Staff Advisory Council announced that the group raised about \$5,000 from its recent project. The funds will help support a local refugee rescue recovery group, she said.
- Sharon Bramante of the Interreligious Council said plans are underway for a campus-wide welcoming event that would be hosted by students from various religious groups. The students want to welcome others but also highlight different religious traditions.
- Terchek said Institutional Research is creating a research approval process that will provide oversight on research and surveys done by faculty, staff and student. Once a draft of the process is completed, Tercheck said he will circulate it to the DLC for feedback.
- It was announced that some CWRU campus members will travel to Tuskegee University (AL) as part of the recent AGEP grant project. Other trips to historically black colleges and universities will be planned in the future in an effort to develop and strengthen relationships. The trips will also be part of outreach efforts to talk to students about graduate school and about possibly entering the professoriate.
- Janetta Hammock of OIDEO discussed plans for the upcoming diversity annual report. She said the report will highlight new initiatives as well as long-standing programs that continue to be successful. In addition, the report will highlight diversity achievements from individual CWRU schools and colleges. Hammock said she is in need of statistical information about the university that she can include in the By the Numbers section. She asked DLC members to submit to her any data that she might use in the report.



- It was noted that Anisfield-Wolf SAGES Fellow Lisa Nielson, PhD is involved in this year's MLK essay contest. She has expanded the program and this year the contest is opened to CWRU students, staff and faculty as well as those at Cuyahoga Community College.
- Mobley noted that the African American resource group, Office of Multicultural Affairs and others are working to develop a Black History Month calendar that would outline the various events taking place on campus and possibly those within the city.

e. **PARKING ADVISORY:** Edith Gaffney & Kelly Marcus: No report

VII. Old Business: None

VIII. New Business:

IX. SAC Membership Photographs – Committees & whole Council – postponed to next meeting on April 15, 2016

X. Adjournment: The Chair adjourned the meeting at 11:26am.

**ATTACHMENTS:**

- **SAC Attendance**
- **Human Resources official written response to SAC December 2015 Recommendation regarding the Staff Climate Survey – from Carolyn Gregory**

Minutes respectfully submitted by Diana Fox, SAC Secretary

**General Council Meetings:**

**April 15, 2016, 10:00-11:30, Toepfer Room**

**June 17, 2016, 10:00-11:30, Toepfer Room**

**August 19, 2016, 10:00-11:30, Toepfer Room**

**Steering Committee Meetings:**

**April 7, 2016, 2:00-3:30, Adelbert M2**

**June 9, 2016, 2:00-3:30, Adelbert M2**

**August 11, 2016, 2:00-3:30, Adelbert M2**

**FY 2017 Meeting Schedule:**

**SAC Steering Committee Meetings:**

Adelbert M2

Thursday, October 13, 2016; 2-3:30pm

Thursday, December 1, 2016; 2-3:30pm

Thursday, February 9, 2017; 2-3:30pm

Thursday, April 13, 2017; 2-3:30pm

Thursday, June 8, 2017; 2-3:30pm

Thursday, August 10, 2017; 2-3:30pm

**SAC General Council Meetings:**

Toepfer Room

Friday, October 21, 2016; 10-11:30am

Thursday, December 8, 2016; 1-2:30pm

Friday, February 17, 2017; 10-11:30am

Thursday, April 20, 2017; 1-2:30pm

Friday, June 16, 2017; 10-11:30am

Thursday, August 17, 2017; 1-2:30pm

<b>2015-2016</b>	<b>SAC GENERAL COUNCIL ATTENDANCE (ALPHABETICAL)</b>							
<b>MGMT CTR</b>	<b>ACTIVE MEMBERS</b>		<b>10/16/2015</b>	<b>12/4/2015</b>	<b>2/12/2016</b>	<b>4/15/2016</b>	<b>6/17/2016</b>	<b>8/19/2016</b>
NON-ELECTED	Gia Adeen				X			
CSE	Nanthawan Avishai		X	X	X			
SOM	Mark Beno							
UNIV ADMIN	Sharon Burke		X	X	X			
SOM	Pamela Capasso							
NURS	Pamela Collins			X	X			
MSASS	Cheryl Croone			X				
NON-ELECTED	Kathleen Dowdell		X	X				
UNIV ADMIN	Timothy Eppich				Excused			
SOM	Brian Foss			X				
NON-ELECTED	Diana Fox (Secretary)		X	X	X			
UNIV ADMIN	Ryanne Gallagher		X	X	Excused			
UNIV ADMIN	Pat Greene		Excused	X	X			
UNIV ADMIN	Theresa Grigger		X	X	X			
SOM	Kerry Grimberg							
NURS	Dedra Hanna-Adams		X	X				
SOM	Jennifer Hawkins		Excused	X	X			
WSOM	Suzanne Healy (Vice Chair)			Excused	X			
NON-ELECTED	Laura Huffman		Excused	X	Excused			
UNIV ADMIN	AmariYah Israel		X					
UNIV ADMIN	Beth Jones		X	Excused	X			
WSOM	Michael Jones							
SOM	Barbara Juknialis (Past Chair)		X	X	X			
SOM	J. Colleen Karlo							
UNIV ADMIN	Paul Keeley		X	X	X			
ACAD ADMIN	John Killings		X	X	X			
CSE	Cheryl King							
CAS	Charles Knox		X	X				
UNIV ADMIN	Richard Kramer		X	X	X			
NON-ELECTED	Linda LaPinta		X		X			
UNIV ADMIN	Jing Li							
DENT	Melody Long		X					
SOM	Kelly Marcus		X	Excused				
LAW	Michael McCarthy							
NON-ELECTED	Ana Merdita				X			
ACAD ADMIN	Jeremy Naab		X	X	X			
UNIV ADMIN	James Nauer (Chair)		X	X	X			
UNIV ADMIN	Karyn Newton		X	Excused	X			
NON-ELECTED	Kathy O'Linn		X	X	X			
SOM	Christine Olson		Excused	X	X			
UNIV ADMIN	Martha Payne		X		X			
UNIV ADMIN	Jim Prince		X	X	X			
UNIV ADMIN	Natalie Staats Reiss		X	X				
NON-ELECTED	Karen Romoser		X	X				
GUEST	Cami Ross			X				
SOM	Johnny Sams		X		X			
ACAD ADMIN	JC Scharf-Deering		X	X	X			
NON-ELECTED	Karla Schiebel		X					
SOM	Morley Schwebel		X	Excused	X			
MSASS	Maria Sharron		X					

HR - GUEST	Amy Sheldon (HR)		X					
DENT	Brian Sherman			X				
UNIV ADMIN	Ayla Siemon		Excused	X	Excused			
SOM	Robert Slovenec		X					
ACAD ADMIN	Matt Smith				X			
CSE	Lyn Spellman							
NON-ELECTED	YoLonda Stiggers				Excused			
SOM	Shannon Swiatkowski		X	Excused	X			
SOM	Patricia Urbon		Excused	X	X			
SOM	Nancy Vitale		X	X	X			
SOM	Wei Wang							
SOM	Bonnie West			Excused				
SOM	Yingli Wolinsky							
UNIV ADMIN	Michael Yeager		X	X	X			
SOM	Corrie Zimerla							

Department of Human  
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January 28, 2016

Dear Jim,

Thank you for your input dated January 11, 2016 regarding the staff salary survey. Our goals are absolutely in line with yours—i.e., to get the best information from our staff so that our resulting initiatives are as directed and effective as they can be, within the context of what is possible. To that end, our inaugural staff climate survey was designed to understand staff attitudes and concerns. As a result of that survey, Human Resources adjusted its strategic plan to target three very significant initiatives to help influence staff experience, practices, and the general work environment. The initiatives include the staff compensation study, the introduction of a professional development center, and an onboarding program. We believe that these key initiatives allow Human Resources to focus its efforts on specific action items that will help to drive positive change, in alignment with all the other priorities that have been identified and developed through the University-wide strategic process.

In addition to these substantive action items, Human Resources initiated changes to the process after hearing the concerns raised by several SAC members in 2015 regarding the survey. In response to your recent recommendations:

1. HR reviewed best practices regarding staff climate surveys.
2. HR worked with Jean Gubbins to revise both the survey format and questions. HR will continue to partner with UMC and Jean on subsequent staff surveys. Also, Jean will be helping UMC with the results format.
3. HR requested that SAC leadership suggest questions. (No questions have been received.)

To keep the momentum going and comply with your request, HR will distribute the survey every three years. We are committed to meeting the needs of all our employees. We appreciate all the work that



CASE WESTERN RESERVE  
UNIVERSITY EST. 1826

think beyond the possible™

SAC has done to help ensure that we are aware of issues that are significant to staff and to the entire campus community.

Sincerely,



Carolyn Gregory, Vice President

cc: Elizabeth Keefer, Senior Vice President for Administration, General Counsel, and Secretary of the Corporation