



THE OHIO STATE UNIVERSITY

FISHER COLLEGE OF BUSINESS

Department of Accounting and MIS

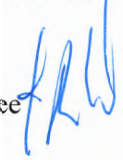
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April 8, 2015

TO: Joseph Steinmetz, Executive Vice President and Provost
Geoff Chatas, Senior Vice President for Business and Finance

FROM: Dick Dietrich, Chair
Senate Fiscal Committee 

SUBJECT: Recommended Composite Benefit Rates for FY 2016

Attached is the Composite Benefit Rates recommendation for FY 2016 for your review and action. The recommendation was discussed by the Central Distribution Subcommittee on March 17, 2015 and subsequently by the full Senate Fiscal Committee (SFC) at its March 24, 2015 meeting. The Senate Fiscal Committee approved the recommendation for the FY 2016 rates as outlined in the attached resolution.

SFC added two additional recommendations to the resolution. The first followed a significant discussion on rate of increase of health care costs and a concern that SFC receives the rate proposal too late in the year to discuss substantively any adjustments. Therefore, SFC recommends that a task force be established immediately to analyze options for the management of health care costs with an aim of reducing rates in FY 2017. The second recommendation is intended to align the budget request process for Benefits Administration with the Support Office Budget Request Process conducted by SFC each year.

c: Kris Devine
Brad Harris
Susan Ballinger

Composite Benefits Recommendation Resolution

Senate Fiscal approved the following resolution for the recommendation of the FY 2016 Composite Benefit Rate:

The Composite Benefit Rate calculation for FY 2016 as presented to the SFC is recommended for approval by the Provost and CFO with the following conditions:

1. A task force will be created by SFC to begin work during Summer 2015. This taskforce will investigate the cost of health care and options for the management of health care costs by the university. This task force will provide a report and recommendations to the 2016 Senate Fiscal Committee in early Fall, 2015. A chair of the task force will be named by the chair of SFC.
2. The Office of Human Resources will be required to request increases in personnel and non-personnel costs supported by the Composite Benefit Rate through the Support Office Budget Process. This will make the process for receiving increases in general funds (either cash or PBA) consistent with all other support offices.

Faculty Senate Fiscal Committee
March 24, 2015

TOPIC:

Composite Benefit Rates for September 1, 2015 through August 31, 2016

CONTEXT:

This is the annual calculation of rates charged to university departments for faculty/staff benefits, such as retirement, health care, tuition benefits, etc.

RECOMMENDATION:

Recommended composite benefit rates for 2015-2016 (as a percentage of salaries) are as follows:

General University				
	Current Rates (14-15)	Proposed Rates (15-16)	% Change	Projected Benefit Costs
Faculty	29.8%	30.4%	2.0%	\$ 136,114,781
Unclassified	36.0%	37.0%	2.8%	206,589,103
Classified Civil Service	47.5%	51.0%	7.4%	57,112,287
Specials	16.3%	16.3%	0.0%	16,912,233
Students	0.8%	0.8%	0.0%	389,476
Post-Doctoral Fellows	3.1%	4.0%	29.0%	52,104
Graduate Associates	12.3%	13.0%	5.7%	14,604,314

OSU Health System				
	Current Rates (14-15)	Proposed Rates (15-16)	% Change	Projected Benefit Costs
Faculty	37.9%	39.3%	3.7%	\$ 15,807,670
Unclassified	33.1%	34.3%	3.6%	212,714,744
Classified Civil Service	48.5%	51.8%	6.8%	39,160,226
Specials	16.9%	16.9%	0.0%	5,446,147
Students	1.3%	1.3%	0.0%	52,837
Post-Doctoral Fellows	3.1%	4.0%	29.0%	-
Graduate Associates	12.4%	13.1%	5.6%	46,954

NOTES:

- Increases in proposed composite benefit rates for Faculty, Unclassified and Classified Civil Service are primarily due to medical costs, which are estimated to be increasing 7% per year.
- The headcount figures used in prior years' rate calculations have been replaced with FTE for each rate group. This shift is being phased in over three benefit years (2014-2015, 2015-2016 and 2016-2017).

ADDITIONAL DETAIL:

- Methodology for Benefit Rate Calculations and Definitions for Rate Groups
- Summary of Actual FY2014 Benefit Costs and Projected FY2016 Benefit Costs
- Five-Year Trends in Actual Benefit Costs and Charges
- Ten-Year Trends in Composite Benefit Rates
- Target vs Actual Cash Balances in Benefits Funds
- Benefit Administration and Medical Costs – FY2014 and FY2013
- Benefit Administration Salary Costs

Forwarded for review: To Senate Fiscal Committee with the recommendation of Central Distribution Subcommittee.

Methodology for Composite Rate Calculations:

- Cost projections are based on the actual costs of the last full fiscal year, incremented for known and/or anticipated changes in costs.
- A primary cost driver is identified for each component of the rate and is used consistently for allocation of actual and projected cost to benefit rate groups. There are two primary cost drivers – salary dollars and benefit-eligible headcounts, which are expressed in terms of full-time equivalents (FTEs). OPERS, STRS and most of the smaller benefit components are allocated to benefit-eligible rate groups based on salary dollars; health care costs and employee/dependent tuition are allocated based on benefit-eligible FTEs.
- To ensure consistency in the calculation of composite rates, we use FY2014 actual FTEs and FY2014 actual salaries, incremented across all rate groups for guideline wage increases. The costs to be recovered are variable costs (as covered salary dollars and benefit-eligible FTEs go up or down, the benefit costs and associated composite rate charges to the departments go up or down accordingly).
- Employee contribution rates for health coverage will not be set until Autumn Semester and are effective January 1, 2016. The current composite-rate calculations assume that the employee's share of projected costs will equal employee contributions. To the extent that employee contributions are set below their projected share of health care costs, the additional costs would need to be recovered via the composite rates charged to the departments.
- A complicating factor in the rate-setting process is the multiple "years" associated with employee benefits. University budgets and Office of Sponsored Programs (formerly OSURF) rates are on a July-June fiscal year, salary increases and University/Health System composite benefit rates are on a September-August year, and medical benefit plan designs and employee contribution levels are on a calendar (January-December) year. We need to predict, by February 2015, what rates will be required to cover costs and provide sufficient benefit cash balances for the benefit "year" ending August 31, 2016.

University/Health System Rates vs. OSP Sponsored Program Rates:

- University/Health System rates are determined by OSU; OSP rates are proposed by OSU and are subject to negotiation with the federal government (DHHS).
- For University/Health System rates, OSU has discretion to pursue rate stability, particularly related to maintaining targeted cash balances and amortizing over/under-recoveries over multiple periods. For OSP rates, the federal government requires full amortization of over/under-recovery in next even/odd year (for example, all over/under-recoveries for FY2014 must be incorporated in the FY2016 rate calculation).
- The lock-step amortization of under/over-recoveries under the federal rate-setting rules increases the likelihood of abrupt increases or decreases in OSP benefit rates.

Definitions for Rate Groups:

University faculty and staff are divided into the following groups for benefit rates:

Faculty – Includes nine-month, 12-month and clinical faculty members eligible for full benefit package, including retirement, subsidized health care, life insurance, disability and tuition benefits.

Unclassified – Includes administrative and professional staff and post-doctoral researchers eligible for full benefit package, including retirement, subsidized health care, life insurance, disability and tuition benefits.

Classified Civil Service – Includes non-exempt staff (hourly and salaried) eligible for full benefit package, including retirement, subsidized health care, life insurance, disability and tuition benefits.

Non-Student Specials – Includes lecturers and part-time staff who are not eligible for full benefit package (rate consists primarily of retirement contributions). This rate is also applied to overtime pay for unclassified and CCS staff, supplemental compensation and off-duty quarter support.

Students – Includes hourly student employees who are not eligible for benefits (rate consists primarily of required Medicare, workers compensation and unemployment contributions). This rate is also applied to additional pay that is not eligible compensation for retirement contributions.

Post-Doctoral Fellows – Includes non-employee fellows who receive a stipend from the university and are generally not eligible for benefits (post docs are offered health care, as permissible under certain grants).

Graduate Associates – Includes graduate teaching, research and administrative associates eligible for an 85% employer subsidy on student health insurance coverage (full-time students have the option to choose to be exempt from retirement contributions, and most choose to be exempt). Tuition benefits are provided to graduate associates through separate fee authorization charges to the departments.

**The Ohio State University
Summary of Key Assumptions
Used in Benefit Rate Calculations**

Global Assumptions:

Headcount	Assume stable benefit-eligible headcounts (FY2014 actual)
Average Pay Increase	Assume guideline increases of 2% in FY2015 and FY2016.
Structure of Benefit Rate Groups	Assume no new rate groups or movement of employees between groups
Composition of Benefit Package	Assume same components as prior year
Target for Benefit Cash Balances	Cash equal to fully funded benefit liabilities, plus the \$13 million Medical Plans Reserve

Summary of Actual and Projected Costs by Component:

	Primary Cost Driver	FY14 Total Actual Cost	FY14 Actual Rate/ Cost per FTE	FY16 Total Projected Cost	FY16 Projected Rate/ Cost per FTE	Notes
STRS	Salary \$	82,408,526	13.72%	87,487,027	14.00%	(1)
OPERS	Salary \$	188,578,501	14.36%	191,313,759	14.00%	(2)
Medicare	Salary \$	25,944,916	1.36%	28,785,381	1.45%	
Group Life	Salary \$	5,866,856	0.33%	6,103,877	0.33%	
Disability	Salary \$	5,061,071	0.28%	5,822,168	0.31%	
Unemployment Comp	Salary \$	1,656,403	0.09%	1,723,322	0.09%	
Workers Comp-UNIV/OSP	Salary \$	6,418,828	0.48%	6,413,291	0.46%	
Workers Comp-Health System	Salary \$	7,845,234	1.06%	7,853,396	1.02%	
Benefits Administration	Salary \$	6,118,220	0.29%	6,806,105	0.31%	
Student Insurance	Salary \$	12,000,000	11.16%	13,740,121	11.72%	
Medical Plans	Headcount	259,920,698	9,703	297,583,208	11,108	(3)
Affordable Care Act Fees	Headcount	58,013	0	2,400,000	90	(4)
Vision	Headcount	1,642,949	61	1,777,014	66	
Dental	Headcount	15,097,478	564	16,565,708	618	
Employee Tuition	Headcount	15,586,516	582	20,256,236	756	
Dependent Tuition	Headcount	9,407,949	351	10,372,263	387	
Totals		<u>643,612,158</u>		<u>705,002,877</u>		

NOTES:

- (1) - STRS statutory rate to be applied to all Faculty and Specials salaries
- (2) - OPERS statutory rate to be applied to all Unclassified and CCS salaries
- (3) - Reflects projected cost increases of 7% per year.
- (4) - Includes transitional reinsurance fee and PCORI fee. In FY2015, OSU is paying approx. \$3 million in reinsurance fees.

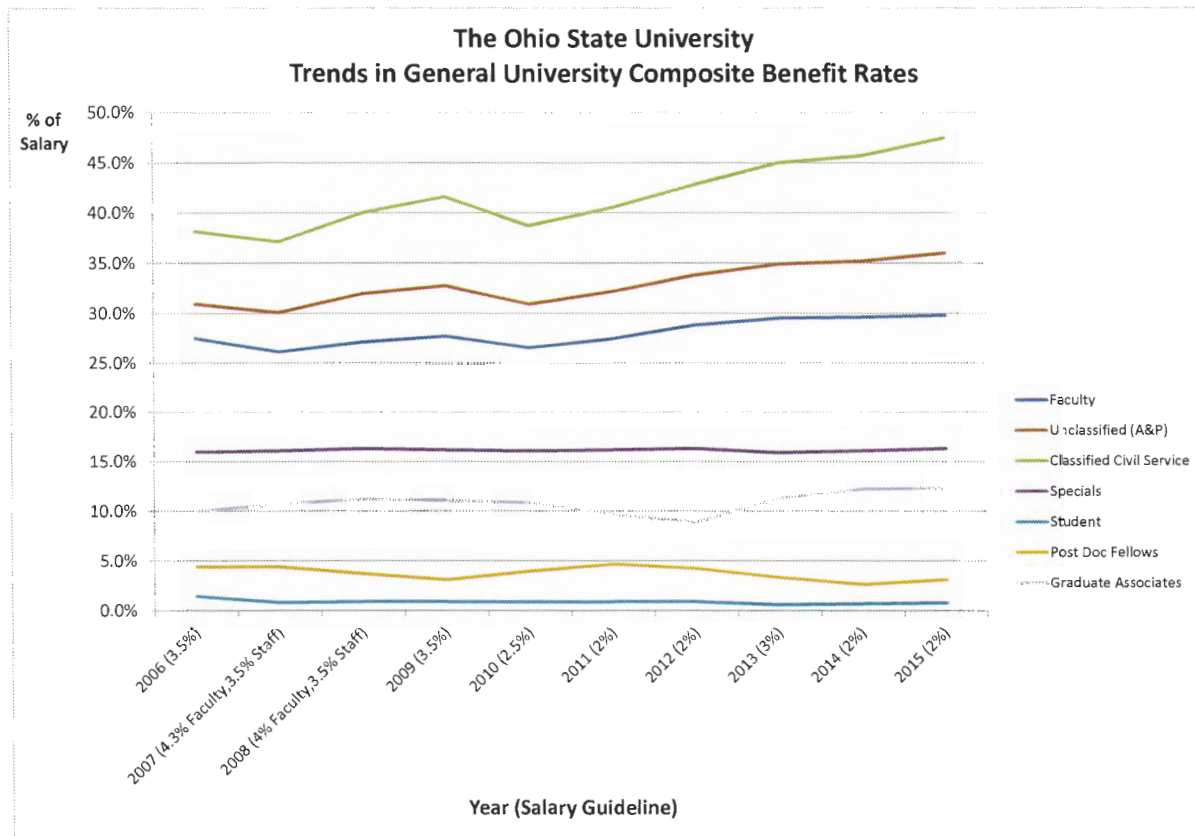
The Ohio State University
Trends in Actual Benefit Costs
FY2009 - FY2014

		FY2009		FY2010		FY2011		FY2012		FY2013		FY2014	
Primary Cost Driver	Total Cost	Rate/Cost per Head	Total Cost	Rate/Cost per Head	Total Cost	Rate/Cost per Head	Total Cost	Rate/Cost per Head	Total Cost	Rate/Cost per Head***	Total Cost	Rate/Cost per FTE	
STRS	Salary \$	66,664,192	13.07%	69,982,604	13.17%	73,311,209	13.23%	78,901,311	13.63%	84,573,014	14.32%	82,408,526	13.72%
OPERS	Salary \$	165,658,062	15.41%	173,649,342	15.33%	170,766,639	14.38%	174,842,929	13.83%	167,060,653	13.29%	188,578,501	14.36%
Medicare	Salary \$	19,302,039	1.22%	20,625,738	1.24%	20,841,877	1.20%	24,597,601	1.33%	27,020,965	1.46%	25,944,916	1.36%
Group Life	Salary \$	4,471,788	0.30%	5,422,665	0.35%	5,615,518	0.35%	4,524,294	0.27%	4,124,480	0.24%	5,866,856	0.33%
Disability	Salary \$	4,255,376	0.29%	4,397,348	0.29%	4,483,990	0.28%	4,498,988	0.26%	4,647,528	0.27%	5,061,071	0.28%
Unemployment Comp	Salary \$	948,529	0.06%	1,872,634	0.11%	1,652,883	0.09%	1,655,440	0.09%	1,709,492	0.09%	1,656,403	0.09%
Workers Comp-UNIV/O5P	Salary \$	7,619,012	0.67%	8,171,257	0.69%	5,836,591	0.47%	5,870,000	0.47%	6,774,807	0.52%	6,418,828	0.48%
Workers Comp-Health System	Salary \$	3,925,429	0.67%	4,322,560	0.69%	6,177,634	0.93%	6,901,897	0.91%	7,953,034	1.13%	7,845,234	1.06%
Benefits Administration*	Salary \$	2,418,626	0.14%	2,548,989	0.14%	2,584,969	0.14%	4,870,689	0.24%	4,783,216	0.24%	6,118,220	0.29%
Student Insurance	Salary \$	7,173,761	7.68%	6,225,062	6.36%	9,978,800	9.70%	10,539,156	10.39%	11,101,253	10.49%	12,000,000	11.16%
Medical Plans**	Headcount	165,675,490	6,196	186,004,799	6,749	210,321,964	7,414	221,115,155	7,801	232,231,028	8,518	259,920,698	9,703
Affordable Care Act Fees	Headcount	-	0	-	0	-	0	-	0	-	0	58,013	0
Vision	Headcount	1,796,330	67	1,839,239	67	1,951,307	69	2,183,478	77	1,875,448	69	1,642,949	61
Dental	Headcount	11,331,137	424	12,678,208	460	13,402,359	472	14,162,524	500	14,349,532	526	15,097,478	564
Employee Tuition	Headcount	11,471,988	429	7,763,888	282	10,995,292	388	11,486,095	405	13,509,396	496	15,586,516	582
Dependent Tuition	Headcount	6,665,787	249	7,642,236	277	8,702,302	307	8,663,984	306	9,146,673	335	9,407,949	351
Totals		479,377,545		513,146,568		546,623,333		574,813,542		590,860,520		643,612,158	
Benefit Over (Under) Recoveries:													
Amounts Charged to Departments		489,848,351		491,879,408		521,961,078		570,063,094		603,024,011		630,350,862	
Actual Costs		479,377,545		513,146,568		546,623,333		574,813,542		590,860,520		643,612,158	
Over (Under) Recoveries		10,470,805		(21,267,161)		(24,662,255)		(4,750,448)		12,163,491		(13,261,296)	

* Benefits Administration category revised in FY2012 to include all salaries charged to benefits funds.

** FY2014 medical cost excludes \$12 million yearend adjustment in claims liabilities (IBNR).

*** Headcounts revised in FY2013 to eliminate double-counting related to split appointments.



Notes on Trends in Benefits Rates:

- Increases in Faculty, Unclassified and Classified Civil Service rates relate primarily to medical costs, which are increasing at higher rates than annual salary increases. This trend is most pronounced for Classified Civil Service, due to their lower average salaries.
- The year-on-year declines in the Faculty, Unclassified and Classified Civil Service rates in 2007 and 2010 reflect return of over-recoveries of medical benefit costs to the colleges and support units. A portion of the over-recoveries was returned to employees via reductions in employee premiums.

**The Ohio State University
Target vs Actual Cash Balances
in Central Benefits Funds
31-Dec-14**

	Target	Actual	Difference
Retirement	\$ 23,906,000	\$ 24,417,028	\$ 511,028
Medical Liability	31,700,000	13,476,258	(18,223,742)
ACA/Catastrophic Reserve	13,000,000	13,000,000	0
Dental	1,660,000	2,033,894	373,894
Workers' Compensation	3,622,315	5,369,719	1,747,404
Group Life	1,689,708	1,924,397	234,689
Other	1,220,000	(6,156,759)	(7,376,759)
Total	\$ 76,798,023	\$ 54,064,536	\$ (22,733,487)

Targets for Benefit Cash Balances:

- Benefit rate calculations are tied into an analysis of benefit cash balances.
- The absolute minimum/floor for benefit cash balances is an amount equal to the full-accrual liabilities for each component of the benefit rate.
- For the 14-15 benefit rate calculation, the target for benefit cash balances is an amount that includes both the full-accrual liabilities and the \$13 million Medical Plan Reserve.
- At December 31, 2014, the University's benefit plans had cash balances of \$54.1 million, which is approximately \$22.7 million lower than our target cash balances.

Additional Information on Benefits Administration Costs:

The composite benefit rates provide funding for certain salary, benefit, IT system and purchased services costs that are related to the provision of University employee benefit programs. Salaries, benefits, IT costs and other general expenses are allocated broadly to all rate groups based on salary dollars. Purchased services related to the administration of the university's medical plans are allocated to medical benefit-eligible rate groups based on FTE (consistent with medical claims costs). Actual FY2014 and FY2013 costs for these categories are summarized below:

	<u>FY14 Actual</u>	<u>FY13 Actual</u>
Benefits Administration Detail:		
Salaries	\$ 3,458,699	\$ 2,667,798
Benefits	1,248,546	820,325
HR System & Ben Admin	977,235	977,235
Adoption	33,661	76,458
Other Expenses	400,078	241,400
Total	<u>\$ 6,118,220</u>	<u>\$ 4,783,216</u>
Medical Plans Detail:		
Claims, net of employee premiums	\$ 239,316,833	\$ 208,808,191
OSU Health Plan (including care coordination and health coaching)	10,238,344	9,912,890
University Health Connection	804,469	931,992
OPPOC (Network Access)	147,975	
Impact (Employee Asst Provider)	596,656	
NGS (claims processing)	4,542,723	4,772,319
MMO (network access runout)	76,564	1,014,015
Hewitt (Benefits consulting)	651,552	919,262
ESI (pharmacy benefit manager)	678,978	846,540
Global Care (out-of state claims and medical evacuation)	812,762	533,424
MindsOn (YP4H Communications Consultant)	114,052	140,852
MindsOn (Portal development)		127,190
Limeade (YP4H Vendor)	843,472	897,657
Limeade (CY 2013 Incentives)	868,000	350,000
YP4H Prizes and Incentives	26,640	2,113,763
WebMD (old YP4H vendor)		265,157
Technical Consulting (Navigator, Apex, Tek Systems)		265,261
Randstad (Benefits Billing, Affordable Care Act)	248,192	290,943
Other consultants and service providers	11,499	41,572
Total	<u>\$ 259,978,711</u>	<u>\$ 232,231,028</u>

The Ohio State University
Office of Human Resources
Benefit Pool Salaries with out benefits

Salary Expense	FY13	FY14	Proposed FY15 as of Mar 2015	FY13 FTE	FY14 FTE	FY15 Proposed FTE
Customer Service ¹ : <i>Main point of contact for HR business partners, faculty and staff, and job seekers for a variety of HR-related questions, including all OSU faculty/staff benefit plans, Your Plan for Health (YP4H), employment, and human resources policies.</i>	\$ 252,681	\$ 326,337	\$ 341,607	7.4	8.9	8.9
Health & Welfare: <i>Provide for the accurate administration of the university health & welfare benefit programs, which include medical, dental and vision, tuition assistance, life insurance and short-term disability; includes ensuring compliance with federal and state regulations and university policy.</i>	\$ 229,679	\$ 228,857	\$ 206,497	5.3	5.0	4.5
Retirement: <i>Provide for the accurate administration of the university retirement programs, which include Ohio Public Retirement (OPERS), & State Teachers Retirement (STRS) Systems, Supplemental Retirement Accounts (SRA), Alternative Retirement Accounts (ARP) and the Retirement Continuation Plans (RCP); includes ensuring compliance with federal and state</i>	\$ 336,948	\$ 428,933	\$ 439,818	8.5	8.8	9.5
Integrated Disability ² : <i>Assists faculty and staff with applying for disability and workers' compensation benefits, coordinating leaves and providing consultation services for short-term disability, long-term disability, Workers' Compensation, transitional work services, remain at work services, physical therapy services, job development services, OPERS/STRS disability retirement, Unemployment compensation, and Classified Civil Service (CCS) disability separations.</i>	\$ 402,516	\$ 890,851	\$ 989,173	11.3	15.9	16.9
Benefit Consultants: <i>Conduct new employee benefit orientations; open enrollment forums; individual faculty & staff benefit consultations; pre-employment and recruitment benefit consultations & other benefit-related departmental presentations by request. Resolve benefit appeals and escalated customer service issues.</i>	\$ 195,978	\$ 218,797	\$ 98,212	3.7	4.0	2.0
Benefit Technical Support ³ : <i>Provides direct support to the Benefits team, including setup, maintenance and administration of the PeopleSoft Benefits Administration module, including eBenefits. Researches and provides resolution for issues through training, communication or through system solutions. Provides business analysis and technical project management for benefit initiatives. Conducts regular data quality audits to identify issues and determine ways to improve the data accuracy and</i>	\$ 269,658	\$ 186,443	\$ 348,775	5.8	3.0	5.0
Benefit Communications Support ⁴ : <i>Provides content design and development for benefit-related print and electronic media, including forms, new hire and open enrollment materials, plan documents and summary descriptions, ads, articles, and presentation materials.</i>	\$ 87,815	\$ -	\$ -	1.7	0.0	0.0
Benefit Legal Support: <i>Provides legal consultation and guidance for benefit and tax-related compliance issues.</i>	\$ 127,401	\$ 126,009	\$ 126,009	1.0	1.0	1.0
YP4H: <i>Responsible for the successful development and execution of all engagement and communication strategies to support YP4H. Manages vendor relationships that provide YP4H services. Participates in the strategic planning process to continue evolving YP4H and measure the effectiveness of current YP4H programs. Provides content for and manages the YP4H website, including incentive program administration. Manages the development and execution of YP4H events and social</i>	\$ 135,461	\$ 151,259	\$ 182,190	3.3	2.5	3.0
Benefit Administration ⁵ : <i>Responsible for design, implementation, and management of all University benefit programs, including budget and cost analysis, vendor selection and management, project oversight, communication and compliance. Provides leadership for Benefits staffing, development and performance management. Liaison to University leadership and constituencies on all benefit issues and initiatives. Also includes administrative support for entire Benefits Dept.</i>	\$ 600,262	\$ 865,915	\$ 987,602	5.8	6.8	8.8
Students: <i>Provides clerical, data entry and administrative support to Benefit Processing staff.</i>	\$ 29,399	\$ 35,300	\$ 35,542	3.0	3.3	3.3
TOTAL	\$ 2,667,798	\$ 3,458,699	\$ 3,755,424	56.6	59.2	62.9

Footnote:

- ¹ - Change from FY14 to FY15 is due to a reorganization that reallocated resources more effectively to align with work
- ² - Integrated Disability change in FY15 due to reclassification of position from Benefit Admin to Integrated Disability
- ³ - Benefit Technical Support increase from FY14 to FY15 for retirement project support

Composite Benefit Rates Administrative Position Review Process

Background

The Ohio State University (OSU) offers a comprehensive benefit package to meet its employee's needs. The comprehensive benefit package is evaluated annually and associated costs are reviewed. These costs for benefits provided are largely subsidized by the university, with employees also paying contributions to cover the cost of benefits not paid by the employer.

On an annual basis, the benefit costs paid by the employee and subsidized by OSU are reviewed. The portion that is subsidized by OSU is funded through utilizing composite rates that are charged to each college and units against their payroll dollars.

The composite benefit rates are reviewed and updated on an annual basis through the fiscal budgeting process. As a part of that review process, positions for staff who are charged against the benefit funds are reviewed for appropriateness so that their cost can be included in the composite rate calculation.

This annual position review process was created collaboratively between the Office of Human Resources and Business & Finance. The purpose is to ensure that only appropriate expenses are charged to benefit funds based on their direct correlation to administering the university's benefit plan offerings.

Process

The process for reviewing positions charged against the benefit funds consists of:

- Identifying benefit staff positions that relate to day-to-day benefit administration operations and comprise over 80% of the employee's job responsibilities.
- Identifying leadership positions that lend their oversight and strategic guidance to the plan establishment, governance review process, and President's Cabinet and Board of Trustee updates.
- Compiling the positions, FTE, and salaries identified through the above steps and comparing to prior fiscal year.
- Meet and review compiled data and historical trends and provide information, as requested, to respond to any variances in the year over year comparisons.
- Obtain approval on percentage of salary to be included in composite rates from the below. Salary percentages charged are representative of time and effort identified positions work on benefits operation.
 - AVP Total Rewards, OHR
 - SVP Talent, Culture & HR, OHR
 - VP Operations, B&F

FY16 Review Summary

OHR, following the steps identified above, reviewed the positions to be charged in 2015 – 2016 against the benefit funds with:

- Joanne McGoldrick - AVP Total Rewards, OHR, January 2015
- Andraea Douglass - SVP Talent, Culture & HR, OHR, January 2015
- Kris Devine - VP Operations, B&F, January 2015
- Brad Harris – Assistant Provost and Chief Administrative Officer, OAA, January 2015