

**Minutes from Faculty Benefits & Professional Development Committee Meeting:  
Monday, January 24 2011 HBB 316**

**Subjects:**

Discussion of Bonuses/Raises  
Discussion of Human Resources

**Guests:**

Chris Cimino, Vice Chancellor, Finance and Administration  
Linda Hendricks, Chief Human Resources Officer, The University of Tennessee System  
Vice Chancellor, Human Resources, UT, Knoxville  
Sherry Sims, Director, Human Resources

**Members Present:**

Anne Smith, Chair  
G. Michael Clark  
Gene Fitzhugh  
Martin Griffin  
Jun Lin  
Lane Morris  
Micky Sims  
Adam Taylor  
Jeanine Williamson

**Not Present (but contacted Chair before meeting):**

Brent Mallinckrodt

**Some Key Take-Aways from Meeting:**

- UT faculty and staff have not had a raise in 4 years. The last raise was in July, 2007.
- Obtaining faculty raises is the #1 priority on new UT President's agenda.
- One-time bonuses were paid in 2006 and 2008. These payments reflect a "token of appreciation" but are non-recurring funds. These bonuses have been allocated based on years of service, not based on merit, per the Tennessee legislature.
- When the last market comparison of faculty positions was made in 2008, UTK faculty pay was 80% of the market, with variations by disciplines. Another market comparison will be forthcoming and will be made available on the human resource website (<http://humanresources.tennessee.edu/>).
- More formalization of HR planning since 2008 – more system-wide policies related to compensation plans and other HR issues.

**Next meetings (rest of semester):**

Tuesday March 29 from 2-3 (HBB 316) –Rob Chance will attend with Jamie Wilson. We will discuss Partnership roll-out. I also have contacted KAT to join us to discuss faculty ridership, but there may be another/better place of interface with UTK (stay tuned!).

Tuesday April 19 from 2-3 (HBB 316). Invite Linda Hendricks and Ron Tredway to attend.

**Action Item for Committee Members:** Please review the Human Resources 5-year plan (Appendix A) and the health insurance cost spreadsheet (Appendices B and C). Come to the next meeting ready for discussion of these documents and bring questions/concerns. Ask around to see how colleagues and staff have used benefits; we might suggest a few examples of “Making the Most of UT Benefits.”

**Meeting Minutes (Linda Hendricks and Sherry Sims have reviewed the content of their HR comments):**

1. Review and vote on minutes from November meeting – APPROVED.
2. Comments from Linda Hendricks and Chris Cimino:

**What is the current state of compensation planning at the UT system and UTK?**

When Linda Hendricks arrived in 2008, there was no UT system level compensation plan. There were “guiding principles” (that were approved by the system Board) and “policies.” There was no overall compensation plan, and there were very outdated HR policies and differences in compensation approaches across the campuses. In 2009, the UT System Board recommended the appointment of a Compensation Advisory Board. This Board has met quarterly and has included as members Joe DiPietro as Chair, Linda Hendricks, Susan Martin, Tony Boulet, and Margie Russell. The charge of this advisory board was to recommend to the UT System President changes to compensation policies based on benchmarking other institutions and identifying Best Practices on HR matters such as merit raises, pay for performance, retention, and incentives. The compensation guidelines in the past have been too restrictive for campus Chancellors, and the Chancellors have had no input on these guidelines. The Compensation Advisory Board is working on new guidelines to give more authority to campus Chancellors in terms of compensation on their campuses. At the June 2011 Board meeting, Butch Peccolo is slated to present new guidelines which provide more discretion for Chancellors in compensation matters.

**How do UTK faculty salaries compare to faculty compensation at other institutions?**

The Compensation Advisory Board has undertaken a market comparison of faculty positions and created a five year Human Resources Plan (see Appendix A). According to Linda Hendricks, in 2008, when the last market comparison of faculty positions was made, UTK faculty compensation was 80% of the market, with variations by different disciplines. There are a few areas in UTK where there are self-funded raises, meaning built-in COLA increases in grants. As well, there have been salary increases based on promotions, counteroffers, and issues of equity.

**Are UT faculty and staff treated the same way as other state employees?**

UT faculty and staff are state employees but they are discussed separately in the Tennessee legislature. Chris Cimino noted that since early 2000 or 2001, more flexible language has been added to state appropriation bills to identify higher education employee raise percentages as distinct from state employee raise percentages. UT faculty and staff have many of the same HR policies as state employees, but there are some distinct differences. For example, UT employee pay is based on 8 hours a day versus 7.5 hours for state employees. UT employees can pay into a

sick leave bank, and this is not available to non-UT state employees. There are other distinctions but these were the only ones mentioned by Chris Cimino.

### **Who makes individual faculty compensation decisions?**

In terms of merit pay, before 2007, each campus could develop its own compensation approach – whether a percent increase was mandated across the board, a portion was related to merit, or a combination of both. At UTK, compensation has been left up to each College Dean. Decision-making for faculty compensation can differ across the UT system campuses.

**Have increases in benefits (insurance, parking, etc) caused UTK faculty and staff to take home an even smaller paycheck over the past four years?** Parking has not increased its rates in the last few years, but Linda Hendricks follow up with information to answer this question in terms of insurance and other benefits. **UPDATE:** Linda Hendricks contacted Rob Chance’s office about this issue. Rob’s office quickly provided the spreadsheet (seen in Appendices B and C; I added the percent change column). Faculty salaries have not eroded the full 13% over this time because Rob noted that employees had a “premium holiday” for January and February of 2010. FYI: These amounts do not include late fees and small basic life portion.

### **Where can UT faculty find information about Human Resources policies and initiatives?**

On the human resources website (<http://humanresources.tennessee.edu/>), there is a five year plan that includes information on healthy initiatives, applicant staff tracking, and other issues. The Compensation Advisory Board is currently involved in the redesign of the performance management process, which includes faculty review, and the staff pool. Initiatives will be made available on the human resources site. Linda Hendricks discussed her push to educate employee about UT benefits such as a reduction of rates for employees at the UT veterinary hospital and lower ticket prices on performances at the Clarence Brown Theatre. Human Resources had started to display stories of how UT employees have used benefits. Our committee should review the HR materials and offer ideas. For instance, from the last meeting in November, only a few committee members knew that the Employee Assistance Program offered several hours of free legal advice.

### ***Discussion among Committee Members:***

#### **How has the roll-out of the new Partnership Plan gone?**

In our committee, **an issue was identified** – the mailing from the Partnership plan was tossed aside as junk mail by several committee members. However, this mailing was important in that it specified what employees in this health plan needed to do before June 30<sup>th</sup>: Sign up online (instructions in the mailer) and have a health screening.

For several committee members, they had difficulty signing up, actually the logon– until they realized that they had to use the number on their pharmacy card NOT their health card to sign in. Another story shared by several committee members was that the doctors and administrators at Summit Medical group seemed to be clueless about the screening documents. There are rumors that doctors/administrators are charging to complete the forms over and above charges for a physical. Finally, before going online, Partnership insurance members should pull the results

from their last health exam. However, you can still sign up if you don't input this information; it can be entered later.

**Committee members were curious who on campus signed up for the partnership. How did the sign-ups vary by job grade or classification?** As well, we were interested in the issues of privacy and how our sensitive medical information was being protected.

**What continues to be a fuzzy matter related to the Partnership Plan is the behavioral change support.** We discussed how the screenings may find some troubles and identify some needed programs that perhaps could be offered on campus. We need to follow up to ensure that there are real programs to help with behavioral change and chronic conditions identified in these screenings.

Several committee members discussed how the change to the health insurance and UT hospital communication was confusing. No one could describe what had changed with UT hospitals and UT employees.

Given our laundry list of issues related to the Partnership plan, we need to invite Rob Chance back in March or April to discuss how our committee can help get the word out about the partnership plan to sign up and obtain the screening.

**Other issues discussed or that we think the Committee should take up**

Given the green initiatives push on campus, several committee members discussed how they are trying to use bikes and/or mass transit. Can UTK create ways to help faculty and staff choose alternative transportation to/from campus? One committee member identified that he felt like a "fugitive" when he drove into campus because he did not pay for parking because he commuted on bike or by bus. Can faculty opt out of paying for parking?

This led to a discussion about how the KAT schedule is not faculty-friendly, stopped service to Sequoyah Hills after 5:30 in the evening. According to one committee member, it appeared to be non-existent coordination between KAT and UTK semester schedule. [Committee: I did ask Joan Heminway about having a KAT representative visit us but she thought that might be better taken up at a higher level; need to follow up with her before I contact KAT.]

Committee meeting convened at 3:15.

## Appendix A

Document Sent by Linda Hendricks to Faculty Senate Benefits Committee (Jan 25 2011)

### HUMAN RESOURCES: 5-Year Strategic Plan

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The Human Resource 5-year strategic plan is based on what we learned from UT's first workforce strategic plan. Workforce strategic planning provides the framework for the university's most important asset – its people. The purpose of the plan is to provide a clear picture of UT's workforce profile and to compare the results against future needs – ultimately providing recommendations and strategies for recruitment, employee development and retention. HR's priorities are clustered in five categories: compensation, HR technology plan and metrics, performance management and professional development, recruitment and workforce strategic plan and work culture enhancement. Outlined below is a broad overview of what we are recommending.

**Compensation:** a phased approach to address compensation issues, with a long-term plan including market and internal equity issues, pay for performance and incentive compensation. This work includes review/update of compensation policies and practices, development of career paths and assessment of internal development and promotion opportunities. Recommendations:

**Reestablish Benefits Advisory Group.** With broad representation from audit, finance (including IRIS and payroll) and human resources, the group will focus on: broad communication of new benefits and changes to/or deletion of existing benefits, review of financial implications and fiduciary responsibilities for benefits and implementation of technology modifications as needed.

**Establish a Compensation Advisory Board.** Recommended by the external compensation consultant, the board would be a diverse group of 8-10 individuals, representing state-wide administration, faculty and staff. The purpose of this group will be to revise/update UT's compensation philosophy, policies and practices, to analyze and determine market position and internal equity and to recommend compensation strategies such as pay for performance, incentive compensation plans, retention plans and bonus programs. The group will also develop an Employer of Choice model for the university.

**Develop Career Ladders.** The state-wide compensation team will develop the foundational pieces of a career ladder structure which can be used in any discipline throughout the university. A first step will be an evaluation of current career ladder structures – what's working well and what can be improved or enhanced. An example of a highly-competitive job family to develop and pilot the structure will be in research, and this initiative will be coordinated with Executive Vice President David Millhorn.

**Conduct Detailed Analysis of UT's Compensation Structure.** The state-wide compensation team will conduct analysis of market relationships and internal equity issues, beginning with staff non-exempt positions and moving to exempt positions. If desired, the team will work collaboratively with academic affairs to conduct similar analysis for faculty positions. Comparisons will include the state, TBR, peer institutions of higher education and regional competitors.

- An important step will be to begin tracking critical information that is needed to determine UT's market position. The team will work with recruitment and employee relations to begin tracking and recording in SAP: (1) offers that are declined and why and (2) exit interview information – why employees leave the university (when related to total compensation, should include counter offer amount, where, total benefits package, etc.).

**Conduct Detailed Analysis of UT's Benefits.** The state-wide benefits team will analyze UT's benefits programs compared to the state, TBR, peer institutions of higher education and regional competitors.

- An important step will be further analysis of the usage and value of UT tuition assistance programs: (1) comparison of this benefit to peer institutions of higher education and regional competitors and (2) review of employees who utilize this benefit and the relationship to their performance rating and opportunities for advancement and promotion.

**HR Technology Plan and Metrics:** development of an HR technology plan to fully use IRIS reporting and tracking capabilities. Integral to this plan will be the development of an HR dashboard to measure the health of the university. To establish HR metrics, national, regional and higher education benchmarks will be identified; baseline data will be established and HR will initially establish 4-5 key metrics to share with senior officers and trustees at least annually. HR staff must be trained on methodology, collecting and analyzing data and reporting results. Recommendations:

**Enhance New HR Web Page Redesign.** Purpose is providing information employees need on HR web page, where it's accessible and easy to navigate. Components to complete: develop search capability (key word search from HR home page), develop manager's toolkit, add HR forms and complete site index.

- Enhancements over the next several months include: calendar of events, information on compliance/required training, section on emergency preparedness with links to campus/institute guidelines, performance management tools with video showing how to conduct, materials and video describing benefits for new employees, feature stories from employees about value of benefits, pictures/stories about employee recognition and tools for job applicants.

**Develop HR Technology Plan.** HR will collaborate with IRIS and OIT teams to prioritize list, set timelines and establish resources. Examples of technology needs include: end-to-end integration with IRIS and new applicant tracking system, completion of e-Forms, enabling workflow to support managers for HR policies and procedures (EX: I-9 reminders, probationary period reminder, FMLA triggers and rehire eligibility), data collection of HR information such as exit interview data and why applicants decline offers, time-to-fill and cost-per-hire information for recruitment, development and tracking of workplace safety metrics, tracking of performance management information and automated survey tool to assess HR performance and effectiveness.

**State-wide Scanning of HR Records into IRIS.** The scanning will occur in three phases: (1) organization unit data, which will be attached to the PO10/Organizational Unit section of IRIS. Current files will be transferred from Nolij into IRIS. Future files will be scanned from desktop scanners and attached in IRIS, (2) position data (PDQ files, which will be attached to the PO13/Position section of IRIS). Current files will be transferred from Nolij into IRIS. Future files will be scanned from desktop scanners or sent to records management for scanning and (3) personnel files, where a team will be assembled to develop business processes and rules for scanning. Current personnel records will be scanned in next 18 months, so campuses/institutes can use stimulus funding. Future needs will include ability for e-forms and correspondence to be automatically attached through workflow.

**Development of Reports From Regional Service Centers.** Quarterly reports will be provided to president, chancellors and institute leads. The reports will include activity, metrics, standards and performance feedback from the functional units within the east and west regional service centers. Examples of metrics that will be included: call center (# of calls per campus/institute, % handled vs. transferred, categories of calls and performance rating from telephone survey), benefits and retirement (# of life planning seminars and individual retirement coaching sessions), records (#s of transactions processed and #/turnaround time processing for I-9s, background checks, employment verifications, court records checks and driver's license checks), compensation (# of salary recommendations and length of time to complete and participation in salary surveys), employee and organizational development (number of open enrollment sessions and attendees and specific/targeted training sessions), recruitment (time-to-fill stats for staff positions, recruitment and diversity efforts and # of executive recruitments handled), employee relations (#/types grievances, needs assessments conducted, targeted training or interventions and service awards), HR policy review and updates and new staff orientation standards and evaluation feedback.

**Development of HR Dashboard for President's Staff and Trustees.** Dashboard to include 4-5 elements that describe the health of the university compared to national workforce benchmarks.

- An initiative for future development is a manager's dashboard, so that UT supervisors can see essential HR information on their desktop.

**Performance Management/Professional Development:** begins with competency-based job descriptions with expected performance and behavioral outcomes. Managers must understand the differences between unsatisfactory, meeting and exceeding performance expectations. To establish pay-for-performance structure, there must be a consistent and objective methodology for evaluating performance. All employees should have an annual performance evaluation with a professional development plan. High performers should be rewarded. Low performers should have performance improvement plans with a specified time period for improvement – with no improvement, they should be removed from the position. Once the methodology is understood and consistency is achieved, the university can move to a pay-for-performance program. A solid performance management system is the foundation for incentive compensation and succession planning programs. Succession planning begins with definition of target performance and behaviors, assessment of bench strength, identification of future leadership needs and development of a plan to close the gap. Recommendations:

**Define Performance Management and Develop Plan for Implementation.** Steps will include: benchmark performance management systems for best practice ideas; write competency-based job descriptions, with performance and behavioral expectations incorporated, as well as required training and compliance tied to position; develop performance management process and tools (at least annual performance evaluations with clear distinction between needs improvement, meets and exceeds; tool/ process for performance improvement (sets expectations within defined period of time) and professional development plan); develop career progression structure by functional areas, including both career paths, as well as individual progression (from dependent to contributing independently to mentoring to leading); develop onboarding process (with assigned coach) and probationary feedback for new employees; determine how to track performance in SAP (with workflow reminders); develop three methods of training: face-to-face, videoconferencing and webinars – to be incorporated into plan; pilot program in one area; distribute training to campuses/institutes and develop evaluation methodology.

**Develop Succession Planning Model and Plan for Implementation.** Steps will include: benchmark performance management systems for best practice ideas; develop model for UT, which includes tools for assessing bench strength and incorporating development programs and advancement plans; develop training, implementation tools and support team; pilot model and tool at state-wide executive level (including opportunities for advancement across campuses/institutes and with a focus on increasing diversity at senior levels); develop tool to track success and opportunities for improvement and develop evaluation methodology.

**Continue Leadership Institute.** Continue program in 2011 and enhance current structure with pre- and post-engagement activities. Conduct on-campus leadership development workshops on off years. Work with institute faculty to benchmark other programs for best practice ideas. Program should tie into succession planning strategy and initiative to increase diversity in senior leadership positions.

**Evaluate Concept of Women's Leadership Conference.** Program for executive women (faculty and staff state-wide) for professional development and networking opportunities. Program should tie into succession planning strategy and initiative to increase diversity in senior leadership positions. Steps to include: benchmark other programs for best practice ideas and create state-wide committee to develop this concept.

**Develop Model for Career Development Institute.** Purpose of institute is to improve internal development and promotional opportunities for UT high performers. Job families targeted should align with organizational needs – areas where we are having difficulty finding required competencies or identifying diverse candidate pools. It will be important to align programs with opportunities – so successful program participants have an opportunity for

advancement. Steps to include: benchmark other programs for best practice ideas and create state-wide committee to develop this concept.

**Deliver Varied Learning Opportunities.** Develop a variety of methods to deliver learning, including video conferencing, web-based training and web streaming. Use Training Advisory Committees to further develop concept and next steps.

**Recruitment:** includes two short-term technology improvements: on-line application and development of search capability for on-line job list. This work includes the redesign and improvement of the recruitment and hiring procedures state-wide, introduction of an executive recruitment program and initiation of state-wide marketing and branding. This project does not end with recruitment, but will also include the redesign of new employee orientation and the onboarding process. Recommendations:

**Develop Recruitment Strategy and Branding Program.** Steps will include: brainstorm with stakeholders the attributes of effective recruiting; develop brand with public relations and marketing team; begin recruiting at high schools, community colleges and professional organizations across the state (with a focus on needed competencies and diversity); determine positions that need recruitment support initially (based on time-to-fill, inability to find specific competencies and lack of diversity – tailor program to HR staff resource availability) and develop annual recruitment plan for positions selected for support.

**Enhance/Improve Recruitment Process.** Focus of redesign is so applicant tracking system will support all campuses/institutes and to enhance diversity results. Steps to include: process flow current procedures to determine what's working and what's not; determine what elements must be consistent to share applicant tracking system and what can be campus/institute-specific; incorporate senior leader feedback into design of new process (focus on outcomes, not on approvals and control); collaborate with equity and diversity and legal on redesign; test support for new process with key customers state-wide, recruitment team and requirements of applicant tracking system; incorporate new design, including process flow and work flow, in "must haves" on criteria matrix for applicant tracking system; process flow new/improved process; determine method of customer engagement/ support and provide training for campuses/institutes for new process.

**Receive Approval, Develop RFP and Select/Implement Applicant Tracking System.** Outcome is one applicant tracking system for state-wide use to include: end-to-end integration with SAP, enhanced and automated applicant process, process workflow, real-time and integrated job posting and automated applicant and manager communications. Steps to include: provide final cost estimate, including UT internal expenses (partner with N. Wormsley); receive approval to proceed from president and campus/ institute leads; meet with teams for first phase of studying the preferred applicant tracking process (partner with IRIS); benchmark applicant tracking systems implemented in universities; develop criteria matrix for selection; determine selection process and committee; develop/initiate RFP; select top vendors and invite for on-site presentations; make decision and receive approval for purchase (CFO and legal input on contract and terms) and implement new system with training provided by vendor.

**Analyze Temporary Staffing and Recommend Improvements.** Analyze why in-house temporary staffing spend has decreased over last three years and external temporary staffing spend has increased. Provide training on benefits of contingency staffing in difficult budget years and develop program to enhance services while reducing costs.

- A future consideration will be expansion of in-house temporary services through regional service centers to all campuses/ institutes.
- Explore ROI on external temporary staffing on-site program, with negotiated contracts state-wide. Evaluate efficiencies and potential cost savings. If it is determined that this will be a cost savings for UT, develop project plan to support selection/ implementation of program.

**Evaluate Executive Recruitment Spend and Determine Strategies to Increase Efficiencies and Reduce Costs.** Steps include: determine positions which can be recruited in-house (Hendricks to train recruitment team on



executive recruitment and sourcing); market HR's expertise to current process through inclusion on search committees, enhanced web tools to support hiring managers and search committees and reduced external search firm spend (sourcing only contracts); train appropriate staff in executive recruiting and analyze current process for selection of external search firm. Even though we must RFP contracts, determine external agencies based on experience, effectiveness and cost. HR to maintain feedback log of external search firm results for future reference.

**Redesign New Employee Orientation and Onboarding Process.** Steps include: evaluate current program; receive feedback from participants; benchmark best practices; collaborate with public relations and other areas (parking, IDs, etc.); engage senior leaders in new design; design improved orientation experience focused on welcome and "high touch" event; determine what can be done before orientation event, what can be automated and how to streamline; redesign and select pilot campus for implementation; modify and improve new plan, based on feedback; roll-out state-wide providing training, tools and support and continuously evaluate for improvement (receive feedback from participants and ensure senior leaders are engaged in process).

- After new employee orientation redesign and implementation, a next step would be the design of an orientation for senior leaders (onboarding process, support and tools).
- Another next step would be the design and training on how to provide department orientation (to include coach/mentor, feedback loops, etc.)

**Workforce Strategic Plan and Work Culture Enhancement:** the completion of UT's first workforce strategic plan is one of HR's top priorities. The plan will include system-wide analysis, as well as campus and institute specific plans that align with overall university objectives. It is a four-step process: current state, future state (out at least five years), gap analysis and HR strategy development and recommendations. Elements analyzed include: workforce demographics, total compensation review, recruitment, unemployment statistics, internal promotions and opportunities for advancement, professional development, termination trending and retirement trending and eligibility. Recommendations:

**Completion and Communication of UT's First State-wide Workforce Strategic Plan.** Next steps include: complete executive summary and introductory chapter; put report in final draft with final review by Jolene Clark for statistical reliability, Meredith LeCroy for readability and visual impact and Janice Hodge for accuracy and readability; present final report to president's staff and determine communications cascade throughout university; further develop recommendations with detailed project plans (including appropriate approvals and timelines); monitor progress; determine how often plan will be updated (annual review/validation) and determine how/when to present executive summary to the Trustees.

- An important next step is the further development of campus/institute plans. Next steps include: HROs to further develop data by breaking EEO category information into units, departments and other slices that help analyze entity-specific trending; meet with campus/institute senior leaders to develop step 2: future workforce needs (aligned with entity strategic plan and related staffing needs); develop campus/institute-specific recommendations and initiatives that are not covered by the state-wide recommendations; campuses/institutes to determine how often plan will be updated (annual review/validation) and HROs meet with campus/institute leadership team to present findings/recommendations and to develop communications cascade for entity.

**Implement HR Redesign, Go Live Date of January 4, 2010.** Next steps include: implement staffing changes, effective 1/1/10; develop plan/transition staff into space for regional service centers (offices, furniture, equipment, phones and technology needs); train service center staff on service standards and HR values, mission and vision; begin function-specific training and development of tools (call center, recruiters, etc.); hold kick-off meeting – ½ day for each functional team; functional units begin process flow redesign and develop metrics for quarterly reports; functional teams finalize/enhance HR web pages; establish meeting structure and begin meetings for ALT (biweekly), OPS (monthly) and functional work teams (weekly or to be decided by ALT lead); open searches for competency gaps that we have money to fill and begin recruitment process (effective 1/4/10); process title and related changes in IRIS for service center teams and finalize budget/move funds for service centers.

**Establish HR Policy Committee.** State-wide committee will meet monthly to develop new policies as needed, review/update all HR policies and provide guidelines, FAQs, tools and materials for manager's toolkit on the web. Representation to include: audit, legal, IRIS and payroll and HR (state-wide representation).

**Develop Recommendation for President's Awards.** Each campus/institute will have one award winner each year. The winner would be recognized by president at state-wide award ceremony, as well as recognized on their campus/institute. Next steps include: seek approval for award and develop recommendation for president, determine award criteria, determine who will make selections, determine what winners will receive (monetary award?) and what will happen at state-wide ceremony, as well as at campus/institute of award winner, determine when awards will begin and work with public relations to develop communications process (web-based?).

**Develop RFP for Employee Satisfaction Survey.** Recommendation of third-party vendor (preferably single-vendor RFP with Gallup, due to unusual circumstances). Recommend full implementation state-wide every three years (by third party) with spot checks and improvement teams in intervening years (by UT HR team). Next steps include: determine if we can utilize sole-provider RFP and get approval from state (if required); coordinate with Neal Wormsley; determine cost per campus/institute and get approval for funding from chancellors and institute leads – first survey spring 2010, so we can use stimulus dollars; at HRO retreat, develop process and guidelines for spot checks and improvement teams and develop/implement RFP and determine selection criteria and team.

**Implement State-wide Healthy Campus Program.** Begin with American Cancer Society (ACS) Gold Certification, which includes five steps: (1) tobacco use, (2) diet and nutrition, (3) physical activity, (4) screening and early detection and (5) access to quality treatment and clinical trials. As a next step, an ACS representative will meet with HROs at fall retreat to discuss program requirements. HROs to determine next steps for state-wide implementation and develop project plan in collaboration with employee relations' councils and faculty councils. State-wide project plan to be presented to president's staff for approval and required funding.

**Implement E-Verify Short-Term Process.** Implement the short-term process that has been agreed upon by research offices, business offices, human resources and finance (purchasing). Next steps include: monitor process; work with treasurer's office to execute memorandum of understanding (MOU); notify research, business and HR offices of implementation and execution of MOU; HR staff complete E-Verify tutorial and implement short-term plan. Monitor and assess how the plan is working, with follow-up meetings with research offices, business offices and HR to assess how short-term process is working (provide periodic updates to president's staff as committed). Dependent on the number of employees required to be E-Verified, complexity of process and cost of technology, consider automation of E-Verify for long-term process (may consider third party administrator). Team to assess and recommend to president's staff a long-term solution after evaluation has been completed.

APPENDIX B: Employee Costs for Health Care 2007-2011

		2007	2008	2009	2010	2011	
Insurance Option	Coverage Option	Employee Costs	Employee Costs	Employee Costs	Employee Costs	Employee Costs	4-year increase: 07-10
Blue Preferred - PPO	Employee Only	94.89	101.53	101.53	107.62		13.42%
Blue Preferred - PPO	EE + Family	236.9	253.48	253.48	268.69		13.42%
Blue Preferred - PPO	Employee + Split	142.01	151.95	151.95	161.07		13.42%
Cigna - POS East	Employee Only	75.51	80.79	80.79	85.63		13.40%
Cigna - POS East	EE + Family	188.55	201.75	201.75	213.86		13.42%
Cigna - POS East	Employee + Split	113.04	120.96	120.96	128.23		13.44%
United HealthCare - Knoxville	Employee Only	69.87	74.76	74.76	79.24		13.41%
United HealthCare - Knoxville	EE + Family	174.47	186.68	186.68	197.89		13.42%
United HealthCare - Knoxville	Employee + Split	104.6	111.92	111.92	118.65		13.43%
BCBS Partnership PPO - East	Employee Only					102.3	
BCBS Partnership PPO - East	EE + Child(ren)					153.45	
BCBS Partnership PPO - East	EE + Spouse + Childr					265.98	
BCBS Partnership PPO - East	EE + Spouse					214.83	
CIGNA Partnership PPO - East	Employee Only					112.3	
CIGNA Partnership PPO - East	EE + Child(ren)					173.45	
CIGNA Partnership PPO - East	EE + Spouse + Childr					285.98	
CIGNA Partnership PPO - East	EE + Spouse					234.83	
BCBS Standard PPO - East	Employee Only					127.3	
BCBS Standard PPO - East	EE + Child(ren)					178.45	
BCBS Standard PPO - East	EE + Spouse + Childr					315.98	
BCBS Standard PPO - East	EE + Spouse					264.83	
CIGNA Standard PPO - East	Employee Only					137.3	
CIGNA Standard PPO - East	EE + Child(ren)					198.45	
CIGNA Standard PPO - East	EE + Spouse + Childr					335.98	
CIGNA Standard PPO - East	EE + Spouse					284.83	

APPENDIX C: Employer Costs for Health Care, 2007-2011

		2007	2008	2009	2010	2011	
Insurance Option	Coverage Option	Employer Costs	Employer Costs	Employer Costs	Employer Costs	Employer Costs	4-year increase: 07-10
Blue Preferred - PPO	Employee Only	379.54	406.11	406.11	430.48		13.42%
Blue Preferred - PPO	EE + Family	947.59	1013.92	1013.92	1074.75		13.42%
Blue Preferred - PPO	Employee + Split	568.05	607.81	607.81	644.27		13.42%
Cigna - POS East	Employee Only	379.54	406.11	406.11	430.48		13.42%
Cigna - POS East	EE + Family	947.59	1013.92	1013.92	1074.75		13.42%
Cigna - POS East	Employee + Split	568.05	607.81	607.81	644.27		13.42%
United HealthCare - Knoxville	Employee Only	379.54	406.11	406.11	430.48		13.42%
United HealthCare - Knoxville	EE + Family	947.59	1013.92	1013.92	1074.75		13.42%
United HealthCare - Knoxville	Employee + Split	568.05	607.87	607.81	644.27		13.42%
BCBS Partnership PPO - East	Employee Only					466.03	
BCBS Partnership PPO - East	EE + Child(ren)					699.05	
BCBS Partnership PPO - East	EE + Spouse + Childr					1211.68	
BCBS Partnership PPO - East	EE + Spouse					978.66	
CIGNA Partnership PPO - East	Employee Only					466.03	
CIGNA Partnership PPO - East	EE + Child(ren)					699.05	
CIGNA Partnership PPO - East	EE + Spouse + Childr					1211.68	
CIGNA Partnership PPO - East	EE + Spouse					978.66	
BCBS Standard PPO - East	Employee Only					466.03	
BCBS Standard PPO - East	EE + Child(ren)					699.05	
BCBS Standard PPO - East	EE + Spouse + Childr					1211.68	
BCBS Standard PPO - East	EE + Spouse					978.66	
CIGNA Standard PPO - East	Employee Only					466.03	
CIGNA Standard PPO - East	EE + Child(ren)					699.05	
CIGNA Standard PPO - East	EE + Spouse + Childr					1211.68	
CIGNA Standard PPO - East	EE + Spouse					978.66	