

2009

The University of Toledo
Vice President and General Counsel
Organizational Chart – March 6, 2009

Vice President and General Counsel Peter J. Papadimos

- Chief counsel to Board of Trustees, President, and FSLT
- Liaison with Attorney General; oversee special counsel
- Major litigation; ethics matters; special projects
- Oversee Associate and Assistant General Counsels (real estate, contracts, employment and labor law) and Senior Legal Counsel on the HSC

Provost and Executive Vice President for Health Affairs Jeffrey P. Gold

Legal Secretary Barbara Staunton

- Create/maintain litigation files
- Create/update law office records databases
- Monitor/track legal fees
- Manage incoming calls, documents, correspondence; schedule meetings

Senior Legal Counsel/HSC Lauri Cooper

- Provide advice to HSC VPs and oversee legal issues on HSC, which includes captive management and oversight for PLI claims, general litigation, faculty personnel issues, health care and hospital compliance including HSC contracts, risk management, physician and medical staff issues, construction, etc.
- Oversee Assistant Legal Counsel in PL issues

Administrative Assistant/Bethany Rodriguez

- Create/maintain litigation files
- Maintain litigation/captive databases
- Manage incoming calls, documents, correspondence, meeting scheduling

Compliance/Privacy Officer Lynn Hutt

- Develop, implement, update compliance plan
- Provide training on HIPAA, compliance issues
- Investigate compliance/HIPAA issues
- Assist departments with writing policies

Interim Compliance Specialist Bethany Bondy

- Assist with Main Campus compliance issues
- Assist with implementing compliance plan
- Support policy coordination process

Athletics Compliance Officer Brian Lutz*

- Athletics compliance
- NCAA (*salary funded by Athletics)

moved from legal Fy10

Associate General Counsel/Business Jennifer Johnson

- Real Estate and contracts
- Administrative law; construction

Associate General Counsel/Employment Janelle Schaller

- Employment related litigation
- Manage/administer cases for EEOC, OOCR, OCR, SPBR
- Faculty/staff personnel issues

Assistant to VP Elizabeth Hagen

- Oversee/coordinate formulation and issuance of University policy
- Manage special projects
- Manage business/operations data

Public Records Officer Joe Conley

- Respond to public records & FERPA requests
- Conduct legal research
- Compile data for gov't/discovery requests

Paralegal Linda Ledford

- Prepare and manage contract files
- Manage MC academic affiliation agreements and general event/hotel contracts
- Assist with preliminary contract reviews

eliminated position 10/09

Associate Legal Counsel-HSC Valerie Trudel

- Handle defense of all PL claims in conjunction with the A.G.'s office

Nurse Reviewer Sue Mikkonen

- Review and summarize medical charts to assist in defense of PL claims
- .05 FTE

Contract Compliance Manager Colleen Miller

- Review and draft health care related contracts
- Negotiate terms and resolve conflicts as needed
- Monitor contract compliance
- Administer contracts through system
- Develop and maintain template library

Administrator for Risk Management Tom Claire

- Provide administrative oversight for UT risk management and workers' compensation programs
- Manage underwriting for and otherwise provide support to the professional liability insurance program for both UT and UTP
- Provide direct risk management direction to UTMC on a 24/7 basis.

Workers Compensation Director John Grady

- Plan and manage workers' compensation program for both campuses/monitor HSC claims
- Monitor, scrutinize and analyze injury and payment data, trends and legislative changes
- Strategize defense with legal counsel in contested claims.

Workers Compensation Specialist Brenda Humberston

- Coordinate and implement procedures expeditiously
- Monitor all Main Campus claims activities
- Assist TPA in hearing strategies

Administrative Assistant Ellen Mount

- Assist Administrator for Risk Management in patient risk issues
- Provide loss run and underwriting support for the UT professional liability insurance program
- Coordinate with AA for the Senior Legal Counsel/HSC in managing office functions of the Office of Legal Affairs/HSC and Risk Management Office

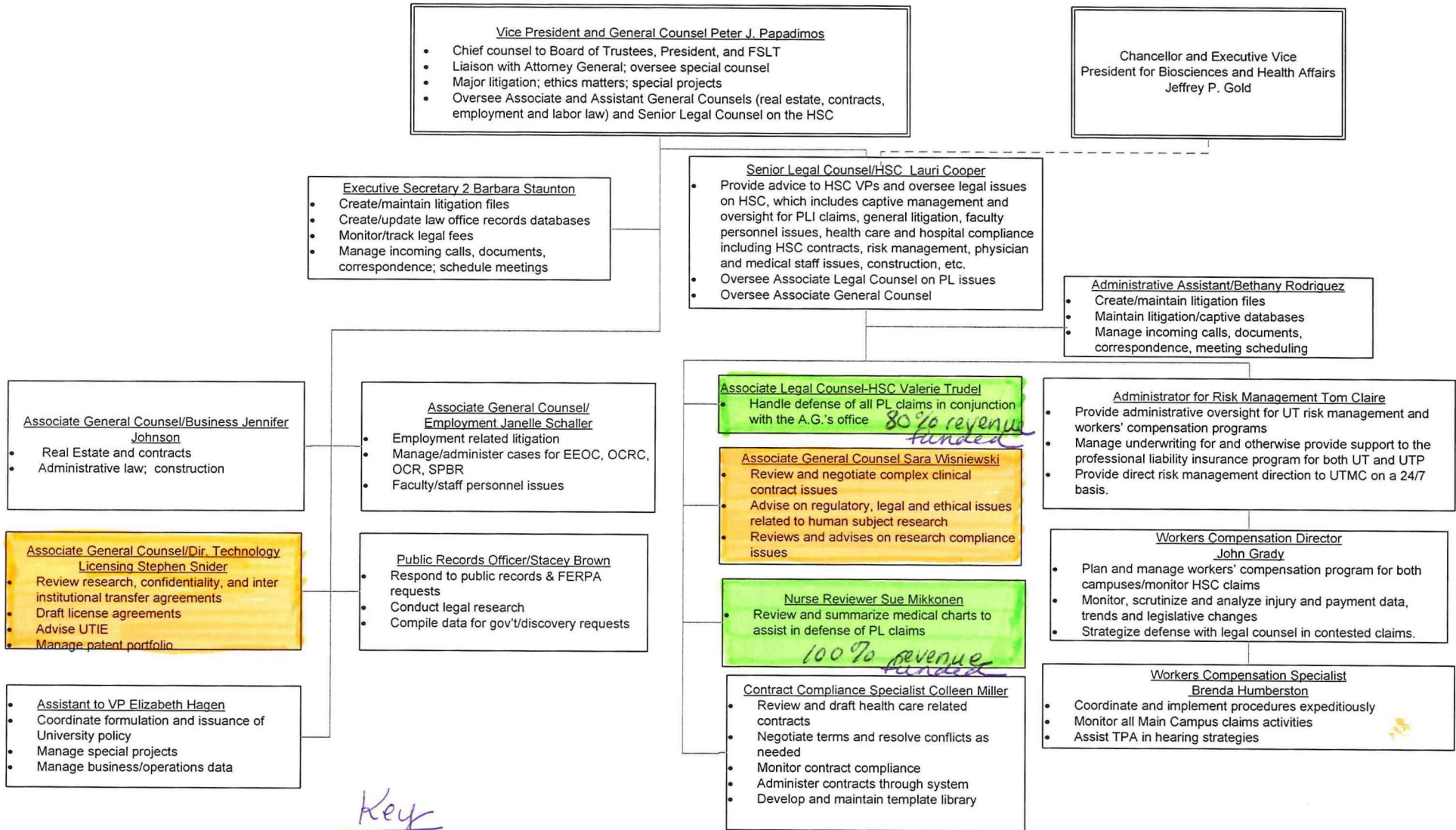
vacant; projected elimination 7/13

Risk Manager Mary (Mimi) Konicki

- Coordinate the property and casualty insurance programs
- Respond to small claims in Court of Claims
- Support MC risk management activity and collaborate with Safety and Health Department/Main Campus in accomplishing same.


eliminated position 11/09

The University of Toledo
 Vice President and General Counsel
 Organizational Chart – January 1, 2013



Key

 Existing position transferred to legal- no new funds

 position funded by revenue (UTMHC)

REENGINEERING a College/Dept.

Office of Legal Affairs, The University of Toledo

Prepared for Budget Pre-Hearing of March 25, 2013 at the Request of the Redesign Coordinating Group

1. What does your college/department deliver? Outputs?

The Office of Legal Affairs advances the University's educational, patient care, research and community activities by providing responsive counsel while striving to minimize legal risks and costs, reduce litigation, and ensure compliance with state and federal laws and University policies and procedures. It provides legal support for strategic initiatives relative to economic development and global engagement, student centered living and learning environment, affiliations and contracts governing operations of the University, workforce development to implement the strategic plan and achieve diversity, and issuance and accessibility of University policies.

The Office of Legal Affairs on the Health Science Campus assists the University, specifically the Health Science Campus and Hospital, on legal matters which include, but are not limited to: students, physicians, affiliations, professional liability, policies and contracts. The Office assists the University with advancement in Health Care by working to expand the PLI program to community physicians through their affiliation with UT through teaching, research or community care, and also assists the University with improving the human condition by providing patient-centered care which includes the implementation of an I'm Sorry Program to deal with medical errors and properly informing patients and families.

The Office of Risk Management assists the University in identifying and treating risks that negatively impact the assets of the University, which include financial resources (monetary loss through claims), people resources (patients, employees and students) and reputation (UTMC and University in General). The Office supports the University through risk identification, risk control and risk financing of issues that will negatively impact the mission of the University. In addition, the Workers' Compensation Department supports an employment environment of wellness, healing and safety.

2. Are they measurable? And how are they measured?

Outputs that are measurable are as follows:

Revenue generated through settlement and other activities (do not occur on a routinely scheduled basis).

Active Cases Statistics. Detailed information is maintained in the Office of Legal Affairs and is subject to Attorney-Client Privilege.

Contract statistics, including but not limited to, data related to: fully executed contracts; reviewed contracts; kind of contract – sponsored research, material transfer, nondisclosure, clinical, affiliations etc.; reviews of licenses, research consent forms, research compliance forms, and external research proposals; multiple contract templates maintained for leases; and International Memorandum of Understanding Agreements, events, and releases.

Public Records Requests. Number of: routine requests, medium level difficulty (multiple sources to collect records), voluminous requests, and public records training sessions.

Subpoenas. Number of: subpoenas, reviewed, accepted and sent to appropriate department for processing, denied and cancelled.

Policy coordination. Number of: policies posted for comment, approved, three year reviews, updates to policy web site, comments managed, email updates, and type (new, major revision, minor, reaffirmation or rescission); board bylaws updated.

Outside Counsel Assignments. For Outside Counsel assignments, monitor firms, monitor and track assignments for matters and sub matters, track and monitor Attorney General budget limits and UT department budgets as appropriate (includes budgets not directly under Vice President authority for some matters, such as immigration).

Number of New Professional Liability Insurance applications processed and taken to Underwriting Committee; number of Professional liability insurance renewal applications process and taken to the Underwriting Committee.

Total insurable value of property under insurance coverage.

Total cost of all insurance premiums managed by risk management.

Risk management consults from both campuses.

Loss run reports completed.

Number of certificate of Insurance requests completed from both campuses.

3. Is your area meeting those metrics or expectations?

Yes, we are meeting our expectations. However, to increase our turn around time and tracking ability of the necessary operational information we are implementing several changes. See number 4 below for details.

4. If not, what could you change to be able to meet those metrics?

To better assist us in meeting those metrics, we have purchased and are implementing a comprehensive electronic office and case management system for our operations (ProLaw). ProLaw includes a database for non-professional liability legal matters; electronic means of storing records and other matters pertinent to cases; enhanced ability to track matters; and provides sophisticated reporting on caseloads, contract reviews, public records requests, subpoenas, policy matters, and legal matter costs.

Additionally, Legal Affairs is partnering with the Office of Institutional Diversity to provide ProLaw management of complaints, grievances, and other matters handled by that office. The two offices on the same system will allow for easier access to pertinent data needed by Legal Affairs for public records requests and litigation. It will also result in a more efficient Office of Institutional Diversity and provide management with necessary information to track discipline and personnel actions that lead to or result in claims, charges and litigation.

This Office has also partnered with Purchasing for the use and integration of Selectica for contract management and Datex for quality and claims management. All of these will allow the Office of Legal Affairs to move to a cohesive and collaborative unit with more efficient, up to date, faster and accurate reporting on a variety of legal and claims and matters affecting the University.

5. In an ideal world what would your organization look like?

The Office of Legal Affairs is organized to implement the University's strategic plan and to provide higher quality, quicker and more strategic delivery of legal services to the University. In FY09 an associate general counsel for business transactions, including real estate and construction, and an associate general counsel for employment were added. Additionally an experienced attorney was hired to handle professional liability matters. In FY11 the department restructured to ensure appropriate provision of legal services and legal advice to the research area inclusive of human subject research of the University. Two licensed attorneys working at UT were appointed Associate General Counsels. The restructuring authorized the attorneys to provide legal advice, and the advice is protected via attorney-client privilege and the University has appropriate provision of legal services and advice. The Office of Legal Affairs on the Health Science Campus provides expertise in the clinical enterprise including but not limited to professional liability matters, credentialing and granting of privileges of physicians, expansion of health care in Northwest Ohio and potential affiliations. The Office of Legal Affairs also provides University wide service through the public records process and the coordination of the University policy process.

As noted earlier, this year the Office of Legal Affairs purchased and is in the process of implementing a comprehensive electronic office and case management system for our operations (ProLaw). Additionally, Legal Affairs is partnering with the Office of Institutional Diversity to provide ProLaw management of complaints, grievances, and other matters handled by that office. The two offices on the same system will allow for easier access to pertinent data needed by Legal Affairs for public records requests and litigation; and finally, this Office has also partnered with Purchasing for the use and integration of Selectica for contract management and Datex for quality and claims management. All of these will allow the Office of Legal Affairs to move to a cohesive and collaborative unit with more efficient, up to date, faster and accurate reporting on a variety of legal matters affecting the University.

6. Fill in your current staff into that ideal organization. Leave off those who do not fit into your ideal organization and add those positions that are needed.

The current staff in the ideal organization is as follows:

Vice President and General Counsel. Serves as chief counsel to the Board of Trustees, President, and Full Senior Leadership Team; Chief Liaison with Attorney General of Ohio; oversees work of special counsel; manages major litigation, ethics matters, and special projects; overall responsibility for Office of Legal Affairs at the University; supervises Associate General Counsels (real estate, construction, contracts, employment and labor law, technology licensing) and Associate Vice President and Senior Legal Counsel on the Health Science Campus.

Associate General Counsel – Business transactions, real estate, and construction. Provides legal advice and service to all campuses on a range of matters and specializing in contracts, real estate and construction. Provides contract review to business units involving topics such as real estate and residential housing, food service operations, coaching contracts, computer software licensing or other service or purchase agreements. Assists in regulatory compliance with

construction and assists with contract interpretation and enforcement in construction related matters including liens and prevailing wage compliance.

Associate General Counsel – Employment. Provides legal advice and services to all campuses on a range of matters including employment, civil service, collective bargaining, personnel, discrimination, and FERPA, public records, open meetings, and litigation. Manages litigation on a daily basis and works with special counsel in defense of the University, case strategy, and responding to discovery requests. Provides legal advice and services to University administrators relating to employment law, collective bargaining, civil service, personnel, faculty, promotion and tenure issues, retirement, dispute resolution, ADA, FMLA, non-discrimination laws and other employment related matters.

Associate General Counsel/Director, Technology Licensing. Provides legal advice and service to all campuses relating to the University's technology licensing and contract program, including negotiating, drafting, and reviewing license agreements, material transfer agreements, sponsored research agreements, consulting agreements, and inter-institutional agreements; advising the University on patent, trademark, and intellectual property matters; managing the University's patent portfolio; serving in an advisory role to UT with regard to Innovation Enterprises (UTIE); conducting early-stage technology assessments; and developing and implementing marketing strategies and establishing proper valuation for licensing of technology. Also works closely with the AVP & Senior Legal Counsel on the Health Science Campus, the Associate Vice President for Technology Transfer, the Associate Vice President for UT Innovation Enterprises, and the Vice President for Research.

Public Records Officer. Coordinates and responds to public records requests for the University. Coordinates document preservation in anticipation of litigation, and coordinates and gathers documents responsive to requests for production of documents in advance of litigation. Presents information relating to the Ohio Public Records Act, FERPA, and other areas to University administrators. Coordinates responses to subpoenas received by the University. Partners with IT for electronic discovery and responding to requests.

Assistant to Vice President. Serves as the University policy coordinator and is charged with overseeing the formulation and issuance of policies, including the process for vetting, approval, archiving, systematic review, and filing of necessary rules with the Ohio Legislative Service Commission. Develops and maintains the central policy repository for the University. Responsible for the business functions of the division of legal affairs, including legal case cost monitoring and tracking. Monitor budget vs. actuals, prepare budget information, process budget amendments and transfers. Serves as system administrator for the Ohio Attorney General's outside counsel electronic billing system.

Executive Secretary. Manages multiple calendars, typing, copying, travel arrangements, and handling calls for the Main Campus Office of Legal Affairs. Orders supplies, coordinates work orders, processes mail. Develops and maintains electronic logs for cases, fees, public records requests, research files, memberships and dues. Processes invoices, maintains the law library, and offers support by typing, scheduling, making travel arrangements, drafting letters, opening and maintaining files.

Associate Vice President and General Counsel. To provide legal advice to the University on general and health care matters, in many cases specific to the Health Science Colleges of the University and the University of Toledo Medical Center, the physician practice plan and clinics and major affiliates, residents and medical staff members and students and faculty of the Health Science Colleges and research; drafting and reviewing University bylaws (both faculty and medical staff), policies and procedures; review and provide advice on transactional and contractual arrangements, including provider insurance and employee health agreements, challenging non-payment and reviewing billing matters and other advice with respect to compliance; to provide general health care advice and policy review for health system; and to provide administrative leadership and direction for continuation and expansion of the University's professional liability program, general insurance and workers' comp and the litigation within the professional liability program.

Associate Legal Counsel and Litigation Manager. Manages professional liability claims, files motions and conducts pleadings on behalf of the University; coordinates handling of subpoenas, works on drafting and/or revising various hospital forms and policies; provides legal advice to various clinical units on health care related matters, including but not limited to HIPAA, EMTALA and Ohio licensing laws.

Associate General Counsel. Responsible for assisting the AVP & Senior Legal Counsel in providing legal advice and service relating to negotiation, drafting, and review of complex clinical research contracts; review of complex consent forms for legal and institutional policy compliance; and advice to the Institutional Review Board and University on regulatory, legal and ethical issues related to research inclusive of human subject research. Works closely with the VP & General Counsel on an as-needed basis on University-wide issues. Works closely with the Senior Director of Research and the Director of Operations/Human Research Protection. Responsibilities also include monitoring the work of outside counsel on University legal matters as required.

Contract Compliance Officer. Drafts & reviews contracts, including University wide educational affiliation agreements for all of the Colleges, hospital purchasing agreements and health and strategic arrangements such as health and wellness program agreements; works with University employees and vendors to maintain contract system and notification process; ensures compliance with existing agreements and compliance with accrediting bodies such as the Joint Commission.

Legal Nurse Specialist. Investigates patient concerns and claims; Assists Risk Management with various professional liability insurance matters; Assists the Patient icare program with standard of care matters.

Administrative Assistant. Tracks claim and loss run information for the professional liability program that includes physicians; monitors and maintains payments for legal expenses and budgets; maintains electronic tracking database; assists with day-to-day function of the office, coordinating/scheduling calendars.

Risk Management Administrator. Provides administrative direction for risk management and workers' compensation programs, which protect the assets of UT. Identifies risks, applies liability controls and maintains property, casualty and professional liability insurance programs.

Engages in resolution of patient incidents to resolve matters in a compassionate and effective manner. Provides consultation on risk issues and for policy and procedure development.

Director, Workers' Compensation. Manages the workers' compensation program for all UT campuses to effectively and fairly assist injured workers while assuring statutory compliance and cost control. Coordinates with other departments to identify and reduce the source of employee injury.

Specialist, Workers' Compensation. Manages the day-to-day workers' compensation functions on Main Campus and assists risk management efforts with regard to property, auto and general liability claims management and program support.

Additional staff are needed to handle clerical, insurance and legal related matters. Staff are at maximum output. A paralegal was eliminated in the past, as was the University's insurance manager. These duties were redistributed. Additionally, an administrative assistant retired who worked on risk and captive related matters. The vacant position is being eliminated as part of the 2014 budget cuts. The result is fewer support staff to provide necessary services to the University.

7. What current tasks/processes would you eliminate and or change to achieve this ideal organization and desired outputs?

As noted earlier, we will implement ProLaw. This year the Office of Legal Affairs purchased and is in the process of implementing a comprehensive electronic office and case management system for our operations (ProLaw). ProLaw includes a database for non-professional liability legal matters; electronic means of storing records and other matters pertinent to cases; enhanced ability to track matters; and provides sophisticated reporting on caseloads, contract reviews, public records requests, subpoenas, policy matters, and legal matter costs.

Additionally, Legal Affairs is partnering with the Office of Institutional Diversity to provide ProLaw management of complaints, grievances, and other matters handled by that office. The two offices on the same system will allow for easier access to pertinent data needed by Legal Affairs for public records requests and litigation. It will also result in a more efficient Office of Institutional Diversity.

This Office has also partnered with Purchasing for the use and integration of Selectica for contract management and Datex for quality and claims management. All of these will allow the Office of Legal Affairs to move to a cohesive and collaborative unit with more efficient, up to date, faster and accurate reporting on a variety of legal matters affecting the University.

QUESTIONS TO BE ANSWERED BY VP OF THE REQUESTING DEPT (Ideally these should be answered and included with the EPAF and sent on to the RCG team)

1. Why does this work need to be done at all?

Associate General Counsel – Business transactions, real estate, and construction. This work is necessary because the position provides legal advice and service to all campuses on a range of matters and specializing in contracts, real estate and construction. Provides contract review to business units involving topics such as real estate and residential housing, food service operations, coaching contracts, computer software licensing or other service or purchase agreements. Assists in regulatory compliance with construction and assists with contract interpretation and enforcement in construction related matters including liens and prevailing wage compliance.

2. Can it be absorbed by someone in your department?

It is not feasible to have this work absorbed by another individual in the department. Everyone in the department is working at full or beyond capacity in their current positions. Furthermore, the workload is increasing in each of our positions due to increasing caseload and requests by senior administration. No one in the department can possibly take on additional work. We have already cut two positions in recent years (paralegal and risk manager) and this year will likely be asked to eliminate a third (vacant) position. We cannot afford to lose additional positions. All three of these eliminated positions had a profoundly negative impact on our efficiency.

3. Is there another UT employee (either campus) that can absorb this work?

Due to the specialized training, knowledge, and experience needed for this position, it is not possible for another UT employee, without legal training, to absorb the work.

4. Can any of the work be supplemented with a student, thus providing experiential learning? or part-time employee or combination of both?

Due to the specialized training, knowledge, and experience needed for this position, it is not possible for the work to be supplemented with a student, a part-time employee, or combination or both.

5. How will this work be done if approval cannot be granted and by whom? Please provide titles and names, if known.

Matters handled by this position would be sent to Outside Counsel. Day to day questions would go unanswered. Efficiency would be affected as the Office of Legal Affairs has picked up responsibilities of other divisions.

6. Has a reengineering of the functional area been completed? If so, please provide the details of the changes made and a current organization chart. Also, provide prior year's org chart.

To implement the University's strategic plan and to provide higher quality, quicker and more strategic delivery of legal services to the University, the following reengineering occurred: in FY09, an associate general counsel for business transactions, real estate, and construction, and an associate general counsel for employment were hired. Additionally, an experienced attorney

was hired to handle professional liability matters. In FY11, the department restructured to ensure appropriate provision of legal services and legal advice to the research area inclusive of human subject research of the University. Two licensed attorneys working at UT were appointed Associate General Counsels. In FY13, we purchased and are implementing a comprehensive electronic office and case management system for our operations (ProLaw). ProLaw includes a database for non-professional liability legal matters; electronic means of storing records and other matters pertinent to cases; enhanced ability to track matters; and provides sophisticated reporting on caseloads, contract reviews, public records requests, subpoenas, policy matters, and legal matter costs.

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A paralegal was eliminated in the past, as was the University's insurance manager. These duties were redistributed. Additionally, an administrative assistant retired who worked on risk and captive related matters. The vacant position is being eliminated as part of the 2014 budget cuts.

7. Is there another UT employee (either campus) who is qualified to perform these duties/responsibilities, even if it would require a job change for them?
Due to the specialized training, knowledge, and experience needed for this position, it is not feasible for another UT employee to perform these responsibilities.

QUESTIONS TO BE ANSWERED BY VP OF THE REQUESTING DEPT (Ideally these should be answered and included with the EPAF and sent on to the RCG team)

1. Why does this work need to be done at all?

Associate General Counsel – Employment. This work is necessary because the position provides legal advice and services to all campuses on a range of matters including employment, civil service, collective bargaining, personnel, discrimination, and FERPA, public records, open meetings, and litigation. Manages litigation on a daily basis and works with special counsel in defense of the University, case strategy, and responding to discovery requests. Provides legal advice and services to University administrators relating to employment law, collective bargaining, civil service, personnel, faculty, promotion and tenure issues, retirement, dispute resolution, ADA, FMLA, non-discrimination laws and other employment related matters.

2. Can it be absorbed by someone in your department?

It is not feasible to have this work absorbed by another individual in the department. Everyone in the department is working at full or beyond capacity in their current positions. Furthermore, the workload is increasing in each of our positions due to increasing caseload and requests by senior administration. No one in the department can possibly take on additional work. We have already cut two positions in recent years (paralegal and risk manager) and this year will likely be asked to eliminate a third (vacant) position. We cannot afford to lose additional positions. All three of these eliminated positions had a profoundly negative impact on our efficiency.

3. Is there another UT employee (either campus) that can absorb this work?

Due to the specialized training, knowledge, and experience needed for this position, it is not possible for another UT employee, without legal training, to absorb the work.

4. Can any of the work be supplemented with a student, thus providing experiential learning? or part-time employee or combination of both?

Due to the specialized training, knowledge, and experience needed for this position, it is not possible for the work to be supplemented with a student, a part-time employee, or combination or both.

5. How will this work be done if approval cannot be granted and by whom? Please provide titles and names, if known.

Matters handled by this position would be sent to Outside Counsel. Day to day questions would go unanswered. Efficiency would be affected as the Office of Legal Affairs has picked up responsibilities of other divisions.

6. Has a reengineering of the functional area been completed? If so, please provide the details of the changes made and a current organization chart. Also, provide prior year's org chart. To implement the University's strategic plan and to provide higher quality, quicker and more strategic delivery of legal services to the University, the following reengineering occurred: in FY09, an associate general counsel for business transactions, real estate, and construction, and an associate general counsel for employment were hired. Additionally, an experienced attorney was hired to handle professional liability matters. In FY11, the department restructured to

ensure appropriate provision of legal services and legal advice to the research area inclusive of human subject research of the University. Two licensed attorneys working at UT were appointed Associate General Counsels. In FY13, we purchased and are implementing a comprehensive electronic office and case management system for our operations (ProLaw). ProLaw includes a database for non-professional liability legal matters; electronic means of storing records and other matters pertinent to cases; enhanced ability to track matters; and provides sophisticated reporting on caseloads, contract reviews, public records requests, subpoenas, policy matters, and legal matter costs.

Additionally, Legal Affairs is partnering with the Office of Institutional Diversity to provide ProLaw management of complaints, grievances, and other matters handled by that office. The two offices on the same system will allow for easier access to pertinent data needed by Legal Affairs for public records requests and litigation.

This Office has also partnered with Purchasing for the use and integration of Selectica for contract management and Datex for quality and claims management. All of these will allow the Office of Legal Affairs to move to a cohesive and collaborative unit with more efficient, up to date, faster and accurate reporting on a variety of legal matters affecting the University.

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7. Is there another UT employee (either campus) who is qualified to perform these duties/responsibilities, even if it would require a job change for them?
Due to the specialized training, knowledge, and experience needed for this position, it is not feasible for another UT employee to perform these responsibilities.

QUESTIONS TO BE ANSWERED BY VP OF THE REQUESTING DEPT (Ideally these should be answered and included with the EPAF and sent on to the RCG team)

1. Why does this work need to be done at all?
Associate General Counsel/Director, Technology Licensing. This work is necessary because the position provides legal advice and service to all campuses relating to the University's technology licensing and contract program, including negotiating, drafting, and reviewing license agreements, material transfer agreements, sponsored research agreements, consulting agreements, and inter-institutional agreements; advising the University on patent, trademark, and intellectual property matters; managing the University's patent portfolio; serving in an advisory role to UT with regard to Innovation Enterprises (UTIE); conducting early-stage technology assessments; and developing and implementing marketing strategies and establishing proper valuation for licensing of technology. Also works closely with the AVP & Senior Legal Counsel on the Health Science Campus, the Associate Vice President for Technology Transfer, the Associate Vice President for UT Innovation Enterprises, and the Vice President for Research.
2. Can it be absorbed by someone in your department?
It is not feasible to have this work absorbed by another individual in the department. Everyone in the department is working at full or beyond capacity in their current positions. Furthermore, the workload is increasing in each of our positions due to increasing caseload and requests by senior administration. No one in the department can possibly take on additional work. We have already cut two positions in recent years (paralegal and risk manager) and this year will likely be asked to eliminate a third (vacant) position. We cannot afford to lose additional positions. All three of these eliminated positions had a profoundly negative impact on our efficiency.
3. Is there another UT employee (either campus) that can absorb this work?
Due to the specialized training, knowledge, and experience needed for this position, it is not possible for another UT employee, without legal training, to absorb the work.
4. Can any of the work be supplemented with a student, thus providing experiential learning? or part-time employee or combination of both?
Due to the specialized training, knowledge, and experience needed for this position, it is not possible for the work to be supplemented with a student, a part-time employee, or combination or both.
5. How will this work be done if approval cannot be granted and by whom? Please provide titles and names, if known.

Matters handled by this position would be sent to Outside Counsel. The position of Director/Technology Licensing could not give legal advice. Day to day questions would go unanswered. Efficiency would be affected as the Office of Legal Affairs has picked up responsibilities of other divisions.

6. Has a reengineering of the functional area been completed? If so, please provide the details of the changes made and a current organization chart. Also, provide prior year's org chart. To implement the University's strategic plan and to provide higher quality, quicker and more strategic delivery of legal services to the University, the following reengineering occurred: in FY09, an associate general counsel for business transactions, real estate, and construction, and an associate general counsel for employment were hired. Additionally, an experienced attorney was hired to handle professional liability matters. In FY11, the department restructured to ensure appropriate provision of legal services and legal advice to the research area inclusive of human subject research of the University. Two licensed attorneys working at UT were appointed Associate General Counsels. In FY13, we purchased and are implementing a comprehensive electronic office and case management system for our operations (ProLaw). ProLaw includes a database for non-professional liability legal matters; electronic means of storing records and other matters pertinent to cases; enhanced ability to track matters; and provides sophisticated reporting on caseloads, contract reviews, public records requests, subpoenas, policy matters, and legal matter costs.

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A paralegal was eliminated in the past, as was the University's insurance manager. These duties were redistributed. Additionally, an administrative assistant retired who worked on risk and captive related matters. The vacant position is being eliminated as part of the 2014 budget cuts.

7. Is there another UT employee (either campus) who is qualified to perform these duties/responsibilities, even if it would require a job change for them? Due to the specialized training, knowledge, and experience needed for this position, it is not feasible for another UT employee to perform these responsibilities.

QUESTIONS TO BE ANSWERED BY VP OF THE REQUESTING DEPT (Ideally these should be answered and included with the EPAF and sent on to the RCG team)

1. Why does this work need to be done at all?

Public Records Officer. This work is necessary because the position coordinates and responds to public records requests for the University. Coordinates document preservation in anticipation of litigation, and coordinates and gathers documents responsive to requests for production of documents in advance of litigation. Presents information relating to the Ohio Public Records Act, FERPA, and other areas to University administrators. Coordinates responses to subpoenas received by the University. Partners with IT for electronic discovery and responding to requests.

This position is solely in place to ensure the University's compliance with the Ohio Public Records Act. This law allows individuals to make requests for public records and mandates compliance by state-funded institutions. Additionally, the law specifically requires that responses be made in a prompt fashion or within a reasonable period of time. The lack of personnel to respond to requests has, historically, not been considered an excuse for delaying responses to requests. If requests are not fulfilled, the individual making the request has an automatic right to file a mandamus action against the University and is entitled \$1,000 per request, plus attorney fees, in sanctions against the University.

2. Can it be absorbed by someone in your department?

It is not feasible to have this work absorbed by another individual in the department. Everyone in the department is working at full or beyond capacity in their current positions. Furthermore, the workload is increasing in each of our positions due to increasing caseload and requests by senior administration. No one in the department can possibly take on additional work. We have already cut two positions in recent years (paralegal and risk manager) and this year will likely be asked to eliminate a third (vacant) position. We cannot afford to lose additional positions. All three of these eliminated positions had a profoundly negative impact on our efficiency.

At this point last year, the University had received 47 requests. As of the same date this year, the University has already received 96 requests, more than double from last year.

3. Is there another UT employee (either campus) that can absorb this work?

Due to the specialized training, knowledge, and experience needed for this position, it is not possible for another UT employee, without legal training, to absorb the work.

4. Can any of the work be supplemented with a student, thus providing experiential learning? or part-time employee or combination of both?

Due to the specialized training, knowledge, and experience needed for this position, it is not possible for the work to be supplemented with a student, a part-time employee, or combination or both.

5. How will this work be done if approval cannot be granted and by whom? Please provide titles and names, if known. The work of gathering the documentation and responding to the requests

would have to be picked up by another division. The Office of Legal Affairs would only provide legal advice.

6. Has a reengineering of the functional area been completed? If so, please provide the details of the changes made and a current organization chart. Also, provide prior year's org chart. To implement the University's strategic plan and to provide higher quality, quicker and more strategic delivery of legal services to the University, the following reengineering occurred: in FY09, an associate general counsel for business transactions, real estate, and construction, and an associate general counsel for employment were hired. Additionally, an experienced attorney was hired to handle professional liability matters. In FY11, the department restructured to ensure appropriate provision of legal services and legal advice to the research area inclusive of human subject research of the University. Two licensed attorneys working at UT were appointed Associate General Counsels. In FY13, we purchased and are implementing a comprehensive electronic office and case management system for our operations (ProLaw). ProLaw includes a database for non-professional liability legal matters; electronic means of storing records and other matters pertinent to cases; enhanced ability to track matters; and provides sophisticated reporting on caseloads, contract reviews, public records requests, subpoenas, policy matters, and legal matter costs.

Additionally, Legal Affairs is partnering with the Office of Institutional Diversity to provide ProLaw management of complaints, grievances, and other matters handled by that office. The two offices on the same system will allow for easier access to pertinent data needed by Legal Affairs for public records requests and litigation.

This Office has also partnered with Purchasing for the use and integration of Selectica for contract management and Datex for quality and claims management. All of these will allow the Office of Legal Affairs to move to a cohesive and collaborative unit with more efficient, up to date, faster and accurate reporting on a variety of legal matters affecting the University.

A paralegal was eliminated in the past, as was the University's insurance manager. These duties were redistributed. Additionally, an administrative assistant retired who worked on risk and captive related matters. The vacant position is being eliminated as part of the 2014 budget cuts.

7. Is there another UT employee (either campus) who is qualified to perform these duties/responsibilities, even if it would require a job change for them? Due to the specialized training, knowledge, and experience needed for this position, it is not feasible for another UT employee to perform these responsibilities.

QUESTIONS TO BE ANSWERED BY VP OF THE REQUESTING DEPT (Ideally these should be answered and included with the EPAF and sent on to the RCG team)

1. Why does this work need to be done at all?
Assistant to Vice President. This work is necessary because the position serves as the University policy coordinator and is charged with overseeing the formulation and issuance of policies, including the process for vetting, approval, archiving, systematic review, and filing of necessary rules with the Ohio Legislative Service Commission. Develops and maintains the central policy repository for the University. Responsible for the business functions of the division of legal affairs, including budget legal case cost monitoring and tracking. Monitor budget vs. actuals, prepare budget information, process budget amendments and transfers. Serves as system administrator for the Ohio Attorney General's outside counsel electronic billing system.
2. Can it be absorbed by someone in your department?
 It is not feasible to have this work absorbed by another individual in the department. Everyone in the department is working at full or beyond capacity in their current positions. Furthermore, the workload is increasing in each of our positions due to increasing caseload and requests by senior administration. No one in the department can possibly take on additional work. We have already cut two positions in recent years (paralegal and risk manager) and this year will likely be asked to eliminate a third (vacant) position. We cannot afford to lose additional positions. All three of these eliminated positions had a profoundly negative impact on our efficiency.
3. Is there another UT employee (either campus) that can absorb this work?
 Due to the specialized training, knowledge, and experience needed for this position, it is not possible for another UT employee to absorb the work.
4. Can any of the work be supplemented with a student, thus providing experiential learning? or part-time employee or combination of both?
 Due to the specialized training, knowledge, and experience needed for this position, it is not possible for the work to be supplemented with a student, a part-time employee, or combination or both.
5. How will this work be done if approval cannot be granted and by whom? Please provide titles and names, if known. The policy work would have to be done by a different division of the University. There be no one to handle the budget matters, serve as system administrator for the Attorney General's on line invoicing system, and day to day finances.
6. Has a reengineering of the functional area been completed? If so, please provide the details of the changes made and a current organization chart. Also, provide prior year's org chart.

To implement the University's strategic plan and to provide higher quality, quicker and more strategic delivery of legal services to the University, the following reengineering occurred: in FY09, an associate general counsel for business transactions, real estate, and construction, and an associate general counsel for employment were hired. Additionally, an experienced attorney was hired to handle professional liability matters. In FY11, the department restructured to

ensure appropriate provision of legal services and legal advice to the research area inclusive of human subject research of the University. Two licensed attorneys working at UT were appointed Associate General Counsels. In FY13, we purchased and are implementing a comprehensive electronic office and case management system for our operations (ProLaw). ProLaw includes a database for non-professional liability legal matters; electronic means of storing records and other matters pertinent to cases; enhanced ability to track matters; and provides sophisticated reporting on caseloads, contract reviews, public records requests, subpoenas, policy matters, and legal matter costs.

Additionally, Legal Affairs is partnering with the Office of Institutional Diversity to provide ProLaw management of complaints, grievances, and other matters handled by that office. The two offices on the same system will allow for easier access to pertinent data needed by Legal Affairs for public records requests and litigation.

This Office has also partnered with Purchasing for the use and integration of Selectica for contract management and Datex for quality and claims management. All of these will allow the Office of Legal Affairs to move to a cohesive and collaborative unit with more efficient, up to date, faster and accurate reporting on a variety of legal matters affecting the University.

A paralegal was eliminated in the past, as was the University's insurance manager. These duties were redistributed. Additionally, an administrative assistant retired who worked on risk and captive related matters. The vacant position is being eliminated as part of the 2014 budget cuts.

7. Is there another UT employee (either campus) who is qualified to perform these duties/responsibilities, even if it would require a job change for them?
Due to the specialized training, knowledge, and experience needed for this position, it is not feasible for another UT employee to perform these responsibilities.

QUESTIONS TO BE ANSWERED BY VP OF THE REQUESTING DEPT (Ideally these should be answered and included with the EPAF and sent on to the RCG team)

1. Why does this work need to be done at all?
Executive Secretary. This work is necessary because the position manages multiple calendars, typing, copying, travel arrangements, and handling calls for the Main Campus Office of Legal Affairs. Orders supplies, coordinates work orders, and processes mail. Develops and maintains electronic logs for cases, fees, public records requests, research files, memberships and dues. Processes invoices, maintains the law library, and offers support by typing, scheduling, making travel arrangements, drafting letters, opening and maintaining files.

2. Can it be absorbed by someone in your department?
 It is not feasible to have this work absorbed by another individual in the department. Everyone in the department is working at full or beyond capacity in their current positions. Furthermore, the workload is increasing in each of our positions. No one in the department can possibly take on additional work. We have already cut two positions in recent years (paralegal and risk manager) and this year will likely be asked to eliminate a third (vacant) position. We cannot afford to lose additional positions. All three of these eliminated positions had a profoundly negative impact on our efficiency. If anything, the Office of Legal Affairs needs additional clerical support.

3. Is there another UT employee (either campus) that can absorb this work?
 Due to the specialized training, knowledge, and experience needed for this position, it is not possible for another UT employee to absorb the work.

4. Can any of the work be supplemented with a student, thus providing experiential learning? or part-time employee or combination of both?
 The Office of Legal Affairs needs additional clerical support, not less. Additional student help would be of assistance.

5. How will this work be done if approval cannot be granted and by whom? Please provide titles and names, if known.
 This would have to be handled by the attorneys and Assistant to the Vice President, all of whom are stretched to the maximum.

6. Has a reengineering of the functional area been completed? If so, please provide the details of the changes made and a current organization chart. Also, provide prior year's org chart.
 To implement the University's strategic plan and to provide higher quality, quicker and more strategic delivery of legal services to the University, the following reengineering occurred: in FY09, an associate general counsel for business transactions, real estate, and construction, and an associate general counsel for employment were hired. Additionally, an experienced attorney was hired to handle professional liability matters. In FY11, the department restructured to ensure appropriate provision of legal services and legal advice to the research area inclusive of human subject research of the University. Two licensed attorneys working at UT were appointed Associate General Counsels. In FY13, we purchased and are implementing a comprehensive electronic office and case management system for our operations (ProLaw).

ProLaw includes a database for non-professional liability legal matters; electronic means of storing records and other matters pertinent to cases; enhanced ability to track matters; and provides sophisticated reporting on caseloads, contract reviews, public records requests, subpoenas, policy matters, and legal matter costs.

Additionally, Legal Affairs is partnering with the Office of Institutional Diversity to provide ProLaw management of complaints, grievances, and other matters handled by that office. The two offices on the same system will allow for easier access to pertinent data needed by Legal Affairs for public records requests and litigation.

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A paralegal was eliminated in the past, as was the University's insurance manager. These duties were redistributed. Additionally, an administrative assistant retired who worked on risk and captive related matters. The vacant position is being eliminated as part of the 2014 budget cuts.

7. Is there another UT employee (either campus) who is qualified to perform these duties/responsibilities, even if it would require a job change for them?
Due to the specialized training, knowledge, and experience needed for this position, it is not feasible for another UT employee to perform these responsibilities.

QUESTIONS TO BE ANSWERED BY VP OF THE REQUESTING DEPT (Ideally these should be answered and included with the EPAF and sent on to the RCG team)

1. Why does this work need to be done at all?
Associate Vice President and General Counsel. This work is necessary because the position provides legal advice to the University on health care matters and other general matters, in many cases specific to the Health Science Colleges of the University and the University of Toledo Medical Center, the physician practice plan and clinics and major affiliates, residents and medical staff members and students and faculty of the Health Science Colleges and research; drafting and reviewing University bylaws (both faculty and medical staff), policies and procedures; review and provide advice on transactional and contractual arrangements, including provider insurance and employee health agreements, challenging non-payment and reviewing billing matters and other advice with respect to compliance; to provide general health care advice and policy review for health system; and to provide administrative leadership and direction for continuation and expansion of the University's professional liability program, general insurance and workers' comp and the litigation within the professional liability program.
2. Can it be absorbed by someone in your department?
 It is not feasible to have this work absorbed by another individual in the department. Everyone in the department is working at full or beyond capacity in their current positions. Furthermore, the workload is increasing in each of our positions due to increasing caseload and requests by senior administration. No one in the department can possibly take on additional work. We have already cut two positions in recent years (paralegal and risk manager) and this year will likely be asked to eliminate a third (vacant) position. We cannot afford to lose additional positions. All three of these eliminated positions had a profoundly negative impact on our efficiency.
3. Is there another UT employee (either campus) that can absorb this work?
 Due to the specialized training, knowledge, and experience needed for this position, it is not possible for another UT employee to absorb the work. This position handles legal and related matters for the health care operations that require a specialized legal background.
4. Can any of the work be supplemented with a student, thus providing experiential learning? or part-time employee or combination of both?
 Due to the specialized training, knowledge, and experience needed for this position, it is not possible for the work to be supplemented with a student, a part-time employee, or combination or both.
5. How will this work be done if approval cannot be granted and by whom? Please provide titles and names, if known.
 Questions/matters that don't need an immediate response could be sent to outside counsel. However, this is a health care operation and questions need to be answered immediately and on a 24 hour basis, which makes use of outside counsel not feasible.
6. Has a reengineering of the functional area been completed? If so, please provide the details of the changes made and a current organization chart. Also, provide prior year's org chart.

To implement the University's strategic plan and to provide higher quality, quicker and more strategic delivery of legal services to the University, the following reengineering occurred: in FY09, an associate general counsel for business transactions, real estate, and construction, and an associate general counsel for employment were hired. Additionally, an experienced attorney was hired to handle professional liability matters. In FY11, the department restructured to ensure appropriate provision of legal services and legal advice to the research area inclusive of human subject research of the University. Two licensed attorneys working at UT were appointed Associate General Counsels. In FY13, we purchased and are implementing a comprehensive electronic office and case management system for our operations (ProLaw). ProLaw includes a database for non-professional liability legal matters; electronic means of storing records and other matters pertinent to cases; enhanced ability to track matters; and provides sophisticated reporting on caseloads, contract reviews, public records requests, subpoenas, policy matters, and legal matter costs.

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A paralegal was eliminated in the past, as was the University's insurance manager. These duties were redistributed. Additionally, an administrative assistant retired who worked on risk and captive related matters. The vacant position is being eliminated as part of the 2014 budget cuts.

7. Is there another UT employee (either campus) who is qualified to perform these duties/responsibilities, even if it would require a job change for them?
Due to the specialized training, knowledge, and experience needed for this position, it is not feasible for another UT employee to perform these responsibilities.

QUESTIONS TO BE ANSWERED BY VP OF THE REQUESTING DEPT (Ideally these should be answered and included with the EPAF and sent on to the RCG team)

1. Why does this work need to be done at all?
Associate Legal Counsel and Litigation Manager. This work is necessary because the position manages professional liability claims, files motions and conducts pleadings on behalf of the University; coordinates handling of subpoenas, works on drafting and/or revising various hospital forms and policies; provides legal advice to various clinical units on health care related matters, including but not limited to HIPAA, EMTALA and Ohio licensing laws.
2. Can it be absorbed by someone in your department?
 It is not feasible to have this work absorbed by another individual in the department. Everyone in the department is working at full or beyond capacity in their current positions. Furthermore, the workload is increasing in each of our positions due to increasing caseload and requests by senior administration. No one in the department can possibly take on additional work. We have already cut two positions in recent years (paralegal and risk manager) and this year will likely be asked to eliminate a third (vacant) position. We cannot afford to lose additional positions. All three of these eliminated positions had a profoundly negative impact on our efficiency.
3. Is there another UT employee (either campus) that can absorb this work?
 Due to the specialized training, knowledge, and experience needed for this position, it is not possible for another UT employee, without legal training, to absorb the work.
4. Can any of the work be supplemented with a student, thus providing experiential learning? or part-time employee or combination of both?
 Due to the specialized training, knowledge, and experience needed for this position, it is not possible for the work to be supplemented with a student, a part-time employee, or combination or both.
5. How will this work be done if approval cannot be granted and by whom? Please provide titles and names, if known.
 Litigation in the Ohio Court of Claims would have to be handled by the Office of the Ohio Attorney General. Questions/matters not needing an immediate response would be sent to outside counsel. This is a health care operation and questions need to be answered on a 24 hour basis, which makes use of outside counsel not feasible.
6. Has a reengineering of the functional area been completed? If so, please provide the details of the changes made and a current organization chart. Also, provide prior year's org chart.
 To implement the University's strategic plan and to provide higher quality, quicker and more strategic delivery of legal services to the University, the following reengineering occurred: in FY09, an associate general counsel for business transactions, real estate, and construction, and an associate general counsel for employment were hired. Additionally, an experienced attorney was hired to handle professional liability matters. In FY11, the department restructured to ensure appropriate provision of legal services and legal advice to the research area inclusive of human subject research of the University. Two licensed attorneys working at UT were

appointed Associate General Counsels. In FY13, we purchased and are implementing a comprehensive electronic office and case management system for our operations (ProLaw). ProLaw includes a database for non-professional liability legal matters; electronic means of storing records and other matters pertinent to cases; enhanced ability to track matters; and provides sophisticated reporting on caseloads, contract reviews, public records requests, subpoenas, policy matters, and legal matter costs.

Additionally, Legal Affairs is partnering with the Office of Institutional Diversity to provide ProLaw management of complaints, grievances, and other matters handled by that office. The two offices on the same system will allow for easier access to pertinent data needed by Legal Affairs for public records requests and litigation.

This Office has also partnered with Purchasing for the use and integration of Selectica for contract management and Datex for quality and claims management. All of these will allow the Office of Legal Affairs to move to a cohesive and collaborative unit with more efficient, up to date, faster and accurate reporting on a variety of legal matters affecting the University.

A paralegal was eliminated in the past, as was the University's insurance manager. These duties were redistributed. Additionally, an administrative assistant retired who worked on risk and captive related matters. The vacant position is being eliminated as part of the 2014 budget cuts.

7. Is there another UT employee (either campus) who is qualified to perform these duties/responsibilities, even if it would require a job change for them?
Due to the specialized training, knowledge, and experience needed for this position, it is not feasible for another UT employee to perform these responsibilities.

QUESTIONS TO BE ANSWERED BY VP OF THE REQUESTING DEPT (Ideally these should be answered and included with the EPAF and sent on to the RCG team)

1. Why does this work need to be done at all?
Associate General Counsel. This work is necessary because the position is responsible for assisting the AVP & Senior Legal Counsel in providing legal advice and service relating to negotiation, drafting, and review of complex clinical research contracts; review of complex consent forms for legal and institutional policy compliance; and advice to the Institutional Review Board and University on regulatory, legal and ethical issues related to research inclusive of human subject research. Works closely with the VP & General Counsel on an as-needed basis on University-wide issues. Works closely with the Senior Director of Research and the Director of Operations/Human Research Protection. Responsibilities also include monitoring the work of outside counsel on University legal matters as required.
2. Can it be absorbed by someone in your department?
 It is not feasible to have this work absorbed by another individual in the department. Everyone in the department is working at full or beyond capacity in their current positions. Furthermore, the workload is increasing in each of our positions due to increasing caseload and requests by senior administration. No one in the department can possibly take on additional work. We have already cut two positions in recent years (paralegal and risk manager) and this year will likely be asked to eliminate a third (vacant) position. We cannot afford to lose additional positions. All three of these eliminated positions had a profoundly negative impact on our efficiency.
3. Is there another UT employee (either campus) that can absorb this work?
 Due to the specialized training, knowledge, and experience needed for this position, it is not possible for another UT employee, without legal training, to absorb the work.
4. Can any of the work be supplemented with a student, thus providing experiential learning? or part-time employee or combination of both?
 Due to the specialized training, knowledge, and experience needed for this position, it is not possible for the work to be supplemented with a student, a part-time employee, or combination or both.
5. How will this work be done if approval cannot be granted and by whom? Please provide titles and names, if known.
 Matters handled by this position would be sent to outside counsel. Day to day questions would go unanswered. Compliance would be affected and reduced.
6. Has a reengineering of the functional area been completed? If so, please provide the details of the changes made and a current organization chart. Also, provide prior year's org chart.
 To implement the University's strategic plan and to provide higher quality, quicker and more strategic delivery of legal services to the University, the following reengineering occurred: in FY09, an associate general counsel for business transactions, real estate, and construction, and an associate general counsel for employment were hired. Additionally, an experienced attorney was hired to handle professional liability matters. In FY11, the department restructured to

ensure appropriate provision of legal services and legal advice to the research area inclusive of human subject research of the University. Two licensed attorneys working at UT were appointed Associate General Counsels. In FY13, we purchased and are implementing a comprehensive electronic office and case management system for our operations (ProLaw). ProLaw includes a database for non-professional liability legal matters; electronic means of storing records and other matters pertinent to cases; enhanced ability to track matters; and provides sophisticated reporting on caseloads, contract reviews, public records requests, subpoenas, policy matters, and legal matter costs.

Additionally, Legal Affairs is partnering with the Office of Institutional Diversity to provide ProLaw management of complaints, grievances, and other matters handled by that office. The two offices on the same system will allow for easier access to pertinent data needed by Legal Affairs for public records requests and litigation.

This Office has also partnered with Purchasing for the use and integration of Selectica for contract management and Datex for quality and claims management. All of these will allow the Office of Legal Affairs to move to a cohesive and collaborative unit with more efficient, up to date, faster and accurate reporting on a variety of legal matters affecting the University.

A paralegal was eliminated in the past, as was the University's insurance manager. These duties were redistributed. Additionally, an administrative assistant retired who worked on risk and captive related matters. The vacant position is being eliminated as part of the 2014 budget cuts.

7. Is there another UT employee (either campus) who is qualified to perform these duties/responsibilities, even if it would require a job change for them?

Due to the specialized training, knowledge, and experience needed for this position, it is not feasible for another UT employee to perform these responsibilities.

QUESTIONS TO BE ANSWERED BY VP OF THE REQUESTING DEPT (Ideally these should be answered and included with the EPAF and sent on to the RCG team)

1. Why does this work need to be done at all?
Contract Compliance Officer. This work is necessary because the position drafts & reviews contracts, including University wide educational affiliation agreements for all of the Colleges, hospital purchasing agreements and health and strategic arrangements such as health and wellness program agreements; works with University employees and vendors to maintain contract system and notification process; ensures compliance with existing agreements and compliance with accrediting bodies such as the Joint Commission.

2. Can it be absorbed by someone in your department?
 It is not feasible to have this work absorbed by another individual in the department. Everyone in the department is working at full or beyond capacity in their current positions. Furthermore, the workload is increasing in each of our positions due to increasing caseload and requests by senior administration. No one in the department can possibly take on additional work. We have already cut two positions in recent years (paralegal and risk manager) and this year will likely be asked to eliminate a third (vacant) position. We cannot afford to lose additional positions. All three of these eliminated positions had a profoundly negative impact on our efficiency.

3. Is there another UT employee (either campus) that can absorb this work?
 Due to the specialized training, knowledge, and experience needed for this position, it is not possible for another UT employee to absorb the work.

4. Can any of the work be supplemented with a student, thus providing experiential learning? or part-time employee or combination of both?
 Due to the specialized training, knowledge, and experience needed for this position, it is not possible for the work to be supplemented with a student, a part-time employee, or combination or both.

5. How will this work be done if approval cannot be granted and by whom? Please provide titles and names, if known.
 This work would have to be picked up by other attorney in the Office of Legal Affairs. This is not feasible as the attorneys are already working beyond capacity.

6. Has a reengineering of the functional area been completed? If so, please provide the details of the changes made and a current organization chart. Also, provide prior year's org chart.
 To implement the University's strategic plan and to provide higher quality, quicker and more strategic delivery of legal services to the University, the following reengineering occurred: in FY09, an associate general counsel for business transactions, real estate, and construction, and an associate general counsel for employment were hired. Additionally, an experienced attorney was hired to handle professional liability matters. In FY11, the department restructured to

ensure appropriate provision of legal services and legal advice to the research area inclusive of human subject research of the University. Two licensed attorneys working at UT were appointed Associate General Counsels. In FY13, we purchased and are implementing a comprehensive electronic office and case management system for our operations (ProLaw). ProLaw includes a database for non-professional liability legal matters; electronic means of storing records and other matters pertinent to cases; enhanced ability to track matters; and provides sophisticated reporting on caseloads, contract reviews, public records requests, subpoenas, policy matters, and legal matter costs.

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7. Is there another UT employee (either campus) who is qualified to perform these duties/responsibilities, even if it would require a job change for them?
Due to the specialized training, knowledge, and experience needed for this position, it is not feasible for another UT employee to perform these responsibilities.

QUESTIONS TO BE ANSWERED BY VP OF THE REQUESTING DEPT (Ideally these should be answered and included with the EPAF and sent on to the RCG team)

1. Why does this work need to be done at all?
Legal Nurse Specialist. This work is necessary because the position investigates patient concerns and claims; Assists Risk Management with various professional liability insurance matters; Assists the Patient icare program with standard of care matters.
2. Can it be absorbed by someone in your department?
 It is not feasible to have this work absorbed by another individual in the department. Everyone in the department is working at full or beyond capacity in their current positions. Furthermore, the workload is increasing in each of our positions. No one in the department can possibly take on additional work. We have already cut two positions in recent years (paralegal and risk manager) and this year will likely be asked to eliminate a third (vacant) position. We cannot afford to lose additional positions. All three of these eliminated positions had a profoundly negative impact on our efficiency.
3. Is there another UT employee (either campus) that can absorb this work?
 Due to the specialized training, knowledge, and experience needed for this position, it is not possible for another UT employee to absorb the work.
4. Can any of the work be supplemented with a student, thus providing experiential learning? or part-time employee or combination of both?
 Due to the specialized training, knowledge, and experience needed for this position, it is not possible for the work to be supplemented with a student, a part-time employee, or combination or both.
5. How will this work be done if approval cannot be granted and by whom? Please provide titles and names, if known.
 This work would have to be picked up by other attorneys in the Office of Legal Affairs, who are already working beyond capacity.
6. Has a reengineering of the functional area been completed? If so, please provide the details of the changes made and a current organization chart. Also, provide prior year's org chart.
 To implement the University's strategic plan and to provide higher quality, quicker and more strategic delivery of legal services to the University, the following reengineering occurred: in FY09, an associate general counsel for business transactions, real estate, and construction, and an associate general counsel for employment were hired. Additionally, an experienced attorney was hired to handle professional liability matters. In FY11, the department restructured to ensure appropriate provision of legal services and legal advice to the research area inclusive of human subject research of the University. Two licensed attorneys working at UT were appointed Associate General Counsels. In FY13, we purchased and are implementing a comprehensive electronic office and case management system for our operations (ProLaw). ProLaw includes a database for non-professional liability legal matters; electronic means of storing records and other matters pertinent to cases; enhanced ability to track matters; and

provides sophisticated reporting on caseloads, contract reviews, public records requests, subpoenas, policy matters, and legal matter costs.

Additionally, Legal Affairs is partnering with the Office of Institutional Diversity to provide ProLaw management of complaints, grievances, and other matters handled by that office. The two offices on the same system will allow for easier access to pertinent data needed by Legal Affairs for public records requests and litigation.

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7. Is there another UT employee (either campus) who is qualified to perform these duties/responsibilities, even if it would require a job change for them?
Due to the specialized training, knowledge, and experience needed for this position, it is not feasible for another UT employee to perform these responsibilities.

QUESTIONS TO BE ANSWERED BY VP OF THE REQUESTING DEPT (Ideally these should be answered and included with the EPAF and sent on to the RCG team)

1. Why does this work need to be done at all?
Administrative Assistant. This work is necessary because the position tracks claim and loss run information for the professional liability program that includes physicians; monitors and maintains payments for legal expenses and budgets; maintains electronic tracking database; assists with day-to-day function of the office, coordinating/scheduling calendars.
2. Can it be absorbed by someone in your department?
 It is not feasible to have this work absorbed by another individual in the department. Everyone in the department is working at full or beyond capacity in their current positions. Furthermore, the workload is increasing in each of our positions. No one in the department can possibly take on additional work. We have already cut two positions in recent years (paralegal and risk manager) and this year will likely be asked to eliminate a third (vacant) position. We cannot afford to lose additional positions. All three of these eliminated positions had a profoundly negative impact on our efficiency.
3. Is there another UT employee (either campus) that can absorb this work?
 Due to the specialized training, knowledge, and experience needed for this position, it is not possible for another UT employee, without paralegal training, to absorb the work.
4. Can any of the work be supplemented with a student, thus providing experiential learning? or part-time employee or combination of both?
 Due to the specialized training, knowledge, and experience needed for this position, it is not possible for the work to be supplemented with a student, a part-time employee, or combination or both.
5. How will this work be done if approval cannot be granted and by whom? Please provide titles and names, if known.
 Unknown. Nearest position to clerical support although position performs on a clearly higher level and higher capacity.
6. Has a reengineering of the functional area been completed? If so, please provide the details of the changes made and a current organization chart. Also, provide prior year's org chart.
 To implement the University's strategic plan and to provide higher quality, quicker and more strategic delivery of legal services to the University, the following reengineering occurred: in FY09, an associate general counsel for business transactions, real estate, and construction, and an associate general counsel for employment were hired. Additionally, an experienced attorney was hired to handle professional liability matters. In FY11, the department restructured to ensure appropriate provision of legal services and legal advice to the research area inclusive of human subject research of the University. Two licensed attorneys working at UT were appointed Associate General Counsels. In FY13, we purchased and are implementing a comprehensive electronic office and case management system for our operations (ProLaw). ProLaw includes a database for non-professional liability legal matters; electronic means of storing records and other matters pertinent to cases; enhanced ability to track matters; and

provides sophisticated reporting on caseloads, contract reviews, public records requests, subpoenas, policy matters, and legal matter costs.

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A paralegal was eliminated in the past, as was the University's insurance manager. These duties were redistributed. Additionally, an administrative assistant retired who worked on risk and captive related matters. The vacant position is being eliminated as part of the 2014 budget cuts.

7. Is there another UT employee (either campus) who is qualified to perform these duties/responsibilities, even if it would require a job change for them?
Due to the specialized training, knowledge, and experience needed for this position, it is not feasible for another UT employee to perform these responsibilities.

QUESTIONS TO BE ANSWERED BY VP OF THE REQUESTING DEPT (Ideally these should be answered and included with the EPAF and sent on to the RCG team)

1. Why does this work need to be done at all?
Risk Management Administrator. This work is necessary because the position provides administrative direction for risk management and workers' compensation programs, which protect the assets of UT. Identifies risks, applies liability controls and maintains property, casualty and professional liability insurance programs. Engages in resolution of patient incidents to resolve matters in a compassionate and effective manner. Provides consultation on risk issues and for policy and procedure development.
2. Can it be absorbed by someone in your department?
It is not feasible to have this work absorbed by another individual in the department. Everyone in the department is working at full or beyond capacity in their current positions. Furthermore, the workload is increasing in each of our positions. No one in the department can possibly take on additional work. We have already cut two positions in recent years (paralegal and risk manager) the latter of which handled day to day nonprofessional liability insurance matters of which this position absorbed a good part and this year will likely be asked to eliminate a third (vacant) position. We cannot afford to lose additional positions. All three of these eliminated positions had a profoundly negative impact on our efficiency.
3. Is there another UT employee (either campus) that can absorb this work?
Due to the specialized training, knowledge, and experience needed for this position, it is not possible for another UT employee to absorb the work.
4. Can any of the work be supplemented with a student, thus providing experiential learning? or part-time employee or combination of both?
Due to the specialized training, knowledge, and experience needed for this position, it is not possible for the work to be supplemented with a student, a part-time employee, or combination or both.
5. How will this work be done if approval cannot be granted and by whom? Please provide titles and names, if known.
Unknown. This area is minimally staffed. This position absorbed a good portion of the day to day insurance issues when the risk manager position was eliminated for financial reasons.
6. Has a reengineering of the functional area been completed? If so, please provide the details of the changes made and a current organization chart. Also, provide prior year's org chart.
To implement the University's strategic plan and to provide higher quality, quicker and more strategic delivery of legal services to the University, the following reengineering occurred: in FY09, an associate general counsel for business transactions, real estate, and construction, and an associate general counsel for employment were hired. Additionally, an experienced attorney was hired to handle professional liability matters. In FY11, the department restructured to ensure appropriate provision of legal services and legal advice to the research area inclusive of human subject research of the University. Two licensed attorneys working at UT were appointed Associate General Counsels. In FY13, we purchased and are implementing a

comprehensive electronic office and case management system for our operations (ProLaw). ProLaw includes a database for non-professional liability legal matters; electronic means of storing records and other matters pertinent to cases; enhanced ability to track matters; and provides sophisticated reporting on caseloads, contract reviews, public records requests, subpoenas, policy matters, and legal matter costs.

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7. Is there another UT employee (either campus) who is qualified to perform these duties/responsibilities, even if it would require a job change for them?
Due to the specialized training, knowledge, and experience needed for this position, it is not feasible for another UT employee to perform these responsibilities.

QUESTIONS TO BE ANSWERED BY VP OF THE REQUESTING DEPT (Ideally these should be answered and included with the EPAF and sent on to the RCG team)

1. Why does this work need to be done at all?
Director, Workers' Compensation. This work is necessary because the position manages the workers' compensation program for all UT campuses to effectively and fairly assist injured workers while assuring statutory compliance and cost control. Coordinates with other departments to identify and reduce the source of employee injury.
2. Can it be absorbed by someone in your department?
 It is not feasible to have this work absorbed by another individual in the department. Everyone in the department is working at full or beyond capacity in their current positions. Furthermore, the workload is increasing in each of our positions. No one in the department can possibly take on additional work. We have already cut two positions in recent years (paralegal and risk manager) and this year will likely be asked to eliminate a third (vacant) position. We cannot afford to lose additional positions. All three of these eliminated positions had a profoundly negative impact on our efficiency.
3. Is there another UT employee (either campus) that can absorb this work?
 Due to the specialized training, knowledge, and experience needed for this position, it is not possible for another UT employee to absorb the work.
4. Can any of the work be supplemented with a student, thus providing experiential learning? or part-time employee or combination of both?
 Due to the specialized training, knowledge, and experience needed for this position, it is not possible for the work to be supplemented with a student, a part-time employee, or combination or both.
5. How will this work be done if approval cannot be granted and by whom? Please provide titles and names, if known.
 This work would be outsourced at a cost to the University, day to day questions would not be answered, and efficiency in lower claims costs would be affected.
6. Has a reengineering of the functional area been completed? If so, please provide the details of the changes made and a current organization chart. Also, provide prior year's org chart.
 To implement the University's strategic plan and to provide higher quality, quicker and more strategic delivery of legal services to the University, the following reengineering occurred: in FY09, an associate general counsel for business transactions, real estate, and construction, and an associate general counsel for employment were hired. Additionally, an experienced attorney was hired to handle professional liability matters. In FY11, the department restructured to ensure appropriate provision of legal services and legal advice to the research area inclusive of human subject research of the University. Two licensed attorneys working at UT were appointed Associate General Counsels. In FY13, we purchased and are implementing a comprehensive electronic office and case management system for our operations (ProLaw). ProLaw includes a database for non-professional liability legal matters; electronic means of storing records and other matters pertinent to cases; enhanced ability to track matters; and

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7. Is there another UT employee (either campus) who is qualified to perform these duties/responsibilities, even if it would require a job change for them?
Due to the specialized training, knowledge, and experience needed for this position, it is not feasible for another UT employee to perform these responsibilities.

QUESTIONS TO BE ANSWERED BY VP OF THE REQUESTING DEPT (Ideally these should be answered and included with the EPAF and sent on to the RCG team)

1. Why does this work need to be done at all?
Specialist, Workers' Compensation. This work is necessary because the position manages the day-to-day workers' compensation functions on Main Campus and assists risk management efforts with regard to property, auto and general liability claims management and program support.
2. Can it be absorbed by someone in your department?
 It is not feasible to have this work absorbed by another individual in the department. Everyone in the department is working at full or beyond capacity in their current positions. Furthermore, the workload is increasing in each of our positions. No one in the department can possibly take on additional work. We have already cut two positions in recent years (paralegal and risk manager) and this year will likely be asked to eliminate a third (vacant) position. We cannot afford to lose additional positions. All three of these eliminated positions had a profoundly negative impact on our efficiency.
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5. How will this work be done if approval cannot be granted and by whom? Please provide titles and names, if known.
 Work would be outsourced at a cost to the University, day to day questions would not be answered, efficiency in lower claims would be affected, and certain insurance responsibilities picked up when the risk manager position was eliminated for financial reasons would go undone.
6. Has a reengineering of the functional area been completed? If so, please provide the details of the changes made and a current organization chart. Also, provide prior year's org chart.
 To implement the University's strategic plan and to provide higher quality, quicker and more strategic delivery of legal services to the University, the following reengineering occurred: in FY09, an associate general counsel for business transactions, real estate, and construction, and an associate general counsel for employment were hired. Additionally, an experienced attorney was hired to handle professional liability matters. In FY11, the department restructured to ensure appropriate provision of legal services and legal advice to the research area inclusive of human subject research of the University. Two licensed attorneys working at UT were appointed Associate General Counsels. In FY13, we purchased and are implementing a comprehensive electronic office and case management system for our operations (ProLaw).

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